



EAST AFRICAN COMMUNITY



Sixth EAC Development Strategy

2021/22 – 2025/26

Abridged Version



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***Overall Goal:** “To Transform the East African Community into a Stable, Competitive and Sustainable Lower-middle Income Region by 2030”*

***Overarching Theme:** Building momentum towards post-COVID-19 recovery and accelerating regional adaptation to the dynamic socio-economic environment*

List of Acronyms

AfCFTA	The African Continental Free Trade Area
AGOA	The African Growth and Opportunity Act
CASSOA	EAC Civil Aviation Safety and Security Oversight Agency
CEBE	Regional Centre of Excellence for Biomedical Engineering and e-Health
CET	Common External Tariff
CM	Common Market
CMP	Common Market Protocol
CoE	EAC Regional Centres of Excellence
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease
CPMR	Conflict Prevention, Management and Resolution
CU	Customs Union
DS	Development Strategy
EAC DDR	East African Community Demobilization and Reintegration Strategy
EAC	East African Community
EACA	East African Community Competition Authority
EACDF	EAC Development Fund
EACHRC	East African Health and Research Commission
EACoG	East African Community Games
EADB	East African Development Bank
EAHRC	East African Community Health Research Commission
EAHRJ	East African Health Research Journal
EAKC	East African Kiswahili Commission
EALA	East African Legislative Assembly
EAMU	East African Monetary Union
EAPI	East African Parliamentary Institute
EASTECO	East African Science and Technology Commission
EPA	Economic Partnership Agreements
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICGLR	International Conference on the Great Lakes Region
ICT	Information Communication Technology

IGAD	Intergovernmental Authority on Development
ILO	International Labour Organisation
IUCEA	Inter-University Council of East Africa
JAMAFEST	Jumuiya ya Africa Mashariki Utamaduni Festival
LVBC	Lake Victoria Basin Commission
LVFO	Lake Victoria Fisheries Organisation
MCBRTA	Multilateral Cross Border Road Transport Agreement
MEACAs	Ministry of East African Community Affairs
MIS	Management Information System
MTPs	Medium-Term Plans
MU	Monetary Union
NCPR	Nyerere Centre for Peace Research
NTBs	Non-Tariff Barriers
OSBPs	One-Stop Border Posts
PF	Political Federation
REC	Regional Economic Community
RSS	Republic of South Sudan
RMO	Resource Mobilization Office
SGD	Sustainable Development Goals 2030
SGR	Standard Gauge Railway
SME	Small and Medium Enterprises
SOAs	Stays of Application
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology, and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCM	EAC Sectoral Council on Transport, Communication and Meteorology
TFR	The Tripartite Free Trade Area
TTTFP	Tripartite Transport and Transit Facilitation Programme
TVET	Technical, Vocational Education and Training
VLMA	Vehicle Load Management Agreement
WCO	World Customs Organization
WTO	World Trade Organization

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Background

1.1 Introduction

The 5th EAC Development Strategy was the first of the series implementing EAC Vision 2050. According to Vision 2050, the period 2015-2030 is to focus on consolidation and transformation of the regional economy by providing the environment and incentives to make EAC a production-oriented region; addressing constraints that are known to create disincentives for integrated joint development for transformation in the region. Consequently, the programming focus for the 6th EAC Development Strategy (2021/22-2025/26) remains infrastructure development, human capital for long term skills development, consolidation of the EAC Common Market, funding of regional initiatives, strengthening the financing and banking systems, expanding savings and investment, Research & Development (R&D) and security and governance. The Strategy will also consider the region's Medium Term strategic responses to contain the devastating effects of COVID 19. Further, to maximise on the synergies across the region, Partner States Medium Term Plans (MTPs) will also integrate regional priority interventions. Additionally, the Strategy will consider the critical priorities in AU 2063 Agenda, SDG 2030, and the trade agreements EAC has entered into as a region.

1.2 The East African Community

The East African Community (EAC) is a regional organization mandated by the governments of Burundi, Kenya, Rwanda, Tanzania, South Sudan, and Uganda to spearhead the East African economic, social, and political integration agenda. The scope of cooperation among the six Partner States is clearly indicated in the East African Community Treaty, which was signed in November 1999 and entered into force in July 2000. The regional cooperation and integration envisaged in the EAC is broad. Article 5 (1) of the Treaty states that *"The objectives of the Community shall be to develop policies and programmes aimed at widening and deepening cooperation among the Partner States in political, economic, social and cultural fields; research and technology, defence, security and legal and judicial affairs for their mutual benefit."* To this end, the key pillars of integration include the on-going implementation of the different stages of the *Customs Union (CU), Common Market (CM), Monetary Union (MU), and Political Federation (PF)*. To complement the key pillars of integration are the cross-cutting enabling and facilitating interventions in legal and judicial affairs, infrastructure, energy, social development, and institutional developments.

1.3 Vision, Mission and Core Values of the EAC

The Vision of the Community is: "to be a Prosperous, Competitive, Secure, Stable and Politically United East Africa" while the Mission of the Community is: "to widen and deepen economic, political, social and cultural integration, in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investments".

The Core Values of the EAC are: Professionalism; Accountability; Transparency; Teamwork; Unity in diversity; and Allegiance to the EAC ideals.

1.4 EAC Legal, Institutional and Policy Frameworks

EAC's legal and institutional frameworks are mainly based on the Treaty for the Establishment of the East African Community, and its Protocols; as well as the Community laws. Its institutional framework consists of, inter alia, the Executive, Legislative and Judicial arms. The executive arm is comprised of: the Summit of Heads of State; the Council of Ministers; the Co-ordination Committee; the Sectoral Committees; and the Secretariat, as well as EAC Institutions. The East African Legislative Assembly (EALA) and the East African Court of Justice (EACJ) are the legislative and judicial arms of the Community, respectively. The Summit gives overarching direction and provides impetus to the development and achievement of the objectives of the Community. The Council of Ministers is the policy Organ of the Community responsible for the general implementation of the Community's programs, projects, and activities. Details of the mandates and functions of the Organs and Institutions of the Community are duly spelt out in the EAC Treaty, Protocols, and Rules of Procedure. Several Institutions are operational for specific sectors, namely, East African Science and Technology Commission (EASTECCO), Lake Victoria Fisheries Organisation (LVFO), Lake Victoria Basin Commission (LVBC), Civil Aviation Safety and Security Oversight Agency (CASSOA), Inter-university Council for East Africa (IUCEA), East African Kiswahili Commission (EAKC), East African Development Bank (EADB), East African Health and Research Commission (EAHRC) and East African Community Competition Authority (EACCA).

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Situation Analysis

2.1 Political Developments in the EAC Region

All East African Community Partner States have demonstrated progressive recognition of, and commitment to good democratic principles, where Burundi, Kenya, Rwanda, Uganda and Tanzania held scheduled elections for electable offices over the last five years and are preparing for next rounds of political electoral cycles, for which Kenya is slated for 2022 and Rwanda for 2023. South Sudan has transitioned to forming a government of national unity and is in the process of implementing wide range security sector and governance reforms. These successive periodic multi-party-based elections are indicative of a progression to democratic practices across the region.

In line with the provisions of Article 123 of the Treaty, the Community has made substantial progress towards the attainment of the goal of Political Confederation. The Summit of Heads of State accepted the initial implementation of a Confederation as a first step towards Political Federation. Constitutional Experts are currently collecting views at national level that will inform the Constitution of the Political Confederation.

A number of milestones have been achieved towards deepening integration in East Africa in the areas of leadership, peace and security, as well as legal and judicial affairs, including, among others: the institutionalization of regional mechanisms and programs for early warning and disaster preparedness; Conflict Prevention, Management and Resolution (CPMR); refugee management; and combating illicit small arms and light weapons. Several Protocols developed during the previous development strategies such as that on Peace and Security (2013) and Co-operation in Defence Affairs (2012) and Foreign Policy Coordination (2010) are undergoing ratification.

To promote Good Governance, several interventions are being implemented as mandated by Article 123 of the Treaty, to enhance EAC Political Confederation. One of the significant outputs of EAC's Good Governance focus has been the creation of a common platform for national institutions of governance to exchange information, share experiences and dialogue on policies, strategies, laws, and programs, with a view to developing regional standards.

2.2 Macro-Economic framework

2.2.1 Economic Growth

The EAC has maintained a steady and impressive economic growth of more than 5% in the last decade, which makes it one of the fastest growing regions in Sub-Saharan Africa. Several factors responsible for this trend include improvements in the agricultural and manufacturing sectors, expanding EAC export baskets into the region and to the rest of the world. Other positive contributions arise from improvements in the services sector, ICTs, financial services, and construction. EAC's agenda to steadily create a friendly business environment, deepening regional integration, widening cooperation, and a stable economic and political environment makes it a potential attraction for foreign investment and manufacturing destination.^{1,2}

2.2.2 Inflation Development

Analysis of the inflationary tendencies across EAC Partner States indicate a promising trend and progress towards the attainment of the convergence criterion of Monetary Union, in which headline inflation is tagged at 8%. A general decline in Annual Headline Inflation 2019 across East African Community Partner States was observed; for instance, Kenya reduced its inflation from 6.27% in July to 5.0%, Tanzania's decreased from 3.7% to 3.6% in August 2019. In contrast, Rwanda's annual inflation rose to 2.8% in August from 1.6% in July, its highest level since October 2017.³ Consequently, South Sudan inflation rates continue to remain well above the target levels of 8%.

2.3 Fiscal Sector Development

Convergence progress to Monetary Union should be indicated by fiscal deficit including grants ceiling of 3%. Generally, the region's fiscal deficit remained low, at an estimated 4.1% of GDP in 2018 on average and

¹ www.eatradehub.org/new_on_our_knowledge_center_new_on_our_knowledge_center_africa_economic_outlook_2019

² KPMG Kenya Budget Brief 2019

³ Macroeconomic Policy Department Ministry of Finance, Planning and Economic Development, Uganda

this was expected to drop to 3.5% in 2020. EAC Partner States are progressing on this, and indicators show progressive narrowing of the deficit. Kenya is narrowing its deficit to 4.7%, Uganda to 3.9%, Tanzania to 2%, Rwanda to 8.8%, and Burundi to 8%. The fiscal deficits are highest in Burundi and Rwanda reflecting weaker economic activities. Due to high dependence on primary commodities for exports by all EAC Partner States, falling global commodity prices and the drive for rapid economic growth achieved through high investment, which is above domestic savings have negatively affected their terms of trade, consequently resulting in persistent current account deficits.

2.4 The External Sector

The analysis of the external sector of EAC focused on trade performance, the foreign direct investments performance and trends, and the political economy outlook with other regional groupings. This choice is guided by the fact that all treaties and protocols agreed on so far are intended to facilitate a smooth implementation of the regional integration agenda on expanded market for all factors of production.

2.4.1 External Trade

EAC trade has remained at 11% while exports performed at 22% during the period 2015-2018. However, 2019 experienced much lower intra-trade flows at 15.4%. This requires further research to take up corrective action. Several EAC Partner States export mineral gems, petroleum products, and other non-organic products whose value would be significantly higher if value were added to them. Efforts and a programmed agenda need to be embarked on for value addition in the identified sectors of regional interest.

EAC intra-regional imports grew by 13.9% to USD 2.8 billion in 2018 from US\$ 2.5 billion in 2017, whereas the intra-regional exports grew by 5.6% to USD3.2 billion in 2018 from US\$ 2.9 billion in 2017. The composition of intra-EAC trade continued to be dominated by agricultural commodities, namely coffee, tobacco, cotton, rice, maize, and wheat flour. However, manufactured goods such as cement, petroleum, textiles, sugar, confectionery, beer, salt, fats and oils, steel and steel products, paper, plastics, and pharmaceuticals were also traded across the region.

The region continued to register a trade deficit with the rest of the world in 2018, partly due to an increase in imports into the region. The deficit for the EAC increased by 39.4 % to USD 24.3 billion in 2018 from US\$17.4 billion registered in 2017.

2.4.2 Foreign Direct Investments Performance

Over the recent years there has been an enabling environment for investment, coupled with increase in economic growth in their GDPs, with Kenya, Rwanda, and Tanzania having registered the biggest growth in GDP and increase in household consumption investment has been increasing. Initiatives such as buy Uganda Build Uganda (BUBU), Buy Kenya Build Kenya (BKBK), the "Made in Rwanda" campaigns; provisions like industrial parks, offering numerous concessions like tax holidays, and pursuing spatial targeting—strategically directing and prioritizing investments and interventions to leverage the advantages of spatial areas such as urban centres for industrial development have equally attracted both domestic and foreign investment.

The cumulative inward stock of FDIs by the end of financial year 2018/2019 was over 91 billion dollars, while investments originating from EAC into other economies, either by green, brown, or mergers and acquisitions stood at 3.1 billion dollars. Green field investments with EAC as a source stood at above 1.2 billion dollars.

2.5 Productive Sectors

To rapidly transform the EAC to a modern and industrialized region, the Community adapted an industrialization policy 2012-2032, which expects to leverage on the potential market created by the Common Market Protocol as a source or stimulus for demand, while benchmarking the opportunities created by the fast growing global and emerging markets for manufactured value-added products (MVAs). In anticipation of a fully functioning Common Market and deepening regional integration through a monetary union, the industrial sector's potential to job creation, stimulation of development of other sectors through forward and backward linkages could provide the much-needed impetus for industrialization in the region.

To achieve a decisive level of industrial competitiveness that can support intra-regional sectoral forward and backward linkages and be able to comprehensively serve both the EAC and other regional markets, the Community must address a number of structural constraints, some of which are specific to particular Partner

States. It should be appreciated that in almost all Partner States, observable efforts have been expended to develop and improve the competitiveness of their respective industrial sectors, for instance, schemes and policies like privatization, incentive schemes for private businesses, special programs for priority sectors, and horizontal initiatives.

The identity of production, consumption and income is a basic equation that determines the country's economic growth; thus, economies must examine, nurture, and prioritize their productive sectors as the basis for enhancing the livelihood of their people. A healthy vibrant EAC economy will need to focus on and prioritize its people's health, get them work and optimize their productivity while paying special attention to food security. EAC's most productive sectors with the potential to optimize employment include tourism and wildlife management, industrial development and energy, agriculture, environment, and natural resources.

In most EAC economies, agriculture is still posited as a major employer, with over 70% of the rural population dependency, but there is a lot of disguised employment and annoyingly low productivity as many of EAC's agro-communities depend on rain-fed agriculture.

The role of the agricultural sector in economic development and welfare improvement in EAC Partner States cannot be over emphasized as it accounts for about 65% of the total EAC intra-regional trade by volume. This implies that improving agricultural activities in the region is likely to contribute significantly to economic growth and development in the region. Additionally, given that 75 per cent of world women live in rural areas dominated by agricultural sector, improving agricultural trade will also contribute to women economic empowerment.

Like many sectors, the EAC agricultural sector has a number of challenges although they differ as per the country, for instance, low productivity; poor post-harvest handling leading to losses; poor off-farm gate prices, limited value addition, and poor natural resource management which exposes the sector to climate change-related risks. Others include deforestation, inappropriate agricultural policies and practices, civil wars, and physical insecurity all of which may lead to food insecurity in the region and beyond. Yet the region does not have a reliable early warning system to foresee climate related disasters and risks in the region before they occur.

2.6 Social Sectors

To transform the economy of EAC, Partner States will need to prioritize their human capital resources as they work on all the other resources that are considered key to economic transformation and development. By 2019 EAC's population stood at 177 million and it is projected to reach 440 million by 2030. The region's population under 35 years of age ranges between 75% and 84%. With this youthful population the EAC must have a robust plan to not only exploit it as a potential domestic market but as a pool for entrepreneurs, innovators, and employees that can transform EAC economies. On the other hand, such a structure indicates a high dependency burden, which if not turned into productive human capital would create more economic development issues. Thus, EAC need to focus on skilling the youth and encourage absorption into the labour market to avoid a state of high unemployment and under-employment in the region.

The frequency and ease of movement of EAC peoples across the region, caused by the guaranteed free movement of the people, increasing intra-EAC trade, and free movement of labour, pose a danger of spreading contagious diseases across borders. These freedoms come at the wake of regional and global health threats and outbreaks like the Ebola virus in the Democratic Republic of Congo, the floods in Mozambique and Zimbabwe which have killed over 300 people, leaving many with no water, shelter, food or health care, and the most recent Corona virus.

These challenges require that EAC builds and strengthens its disaster preparedness capabilities and response mechanisms to be able to detect and respond to disasters in a timely manner. This will necessitate the region to develop and sustain stronger partnerships that leverage the unique skills and resources of governments, civil society, and the private sector to improve the delivery of health services in the region. EAC therefore, is adapting a number of approaches to ready itself for the potential challenges that may unfold as caused by these disease outbreaks, including operationalization of the EAC Regional Network of Public Health Reference Laboratories for Communicable Diseases and the implementation of the EAC/GIZ "Support to Pandemic Preparedness in the EAC Region" Project among others.

Others include the operationalization of the six Multi-National EAC Regional Centres of Excellence (CoE) for Skills and Tertiary Education in Higher Medical and Health Sciences Education, Services and Research Program; operationalization of the East African Community Regional Centre of Excellence for Biomedical Engineering and e-Health (CEBE).

2.7 Infrastructure Development

The role of infrastructure in economic transformation and development cannot be over emphasized as it enables trade, movement of goods, services, and people across the region. In order to have a well-functioning infrastructure base, however, Partner States ought to have a robust plan that not only involves building, planning, mapping, but also financing such developments. In a regional setting, such plans ought to be synchronized and coordinated with collaborating countries to aim and achieve regional infrastructure objectives. The East African region still faces several infrastructure challenges, including limited infrastructure networks; poor infrastructure; high transport and energy costs; and under-developed logistical services, a host of which limits the competitiveness and slows the integration of both the land-locked and transit countries into regional and global markets.

During their 4th Retreat on Infrastructure Development and Financing held in February 2018, the EAC Heads of State prioritized a list of 286 regional projects in diverse sectors including railways, ports, roads, energy, and airports for development over a 10-year period from 2018 – 2028 to bridge the infrastructure deficit in the region. Out of these, seventeen (17) projects were identified as high priority (Flagship) and their development was proposed to be fast-tracked due to their importance in regional integration. These include the Standard Gauge Railways (SGR), the crude oil pipelines, power interconnectors and roads capacity enhancements. Several of the projects have seen some progress and to date, the SGR project is underway with the Mombasa – Naivasha line (600 km) completed and the Dar es Salaam – Morogoro section (300 km) nearing completion. The section from Morogoro to Makutupora (722km) is in progress. Several sections of the Northern Corridor road are undergoing upgrading to dual-carriageway standards while Tanzania has prioritized the Chalinze – Morogoro Expressway on the Central Corridor. Other achievements include the development of Lake Nyasa Ports of Itungi, Kiwira and Ndumbi; construction of the 454-km, 20-inch diameter Mombasa – Nairobi refined petroleum oil products pipeline; Taxiway’s rehabilitation and construction of new semi full parallel taxiway, apron rehabilitation and expansion, refurbishment of Passenger Terminal Building at Kilimanjaro International Airport, Tanzania. Completion of construction of Terminal Three at Julius Nyerere International Airport and Bugesera International Airport construction works are in progress. Thirteen One Stop Border Posts (OSBPs) were completed and are operational, resulting in substantial reduction of trading costs as the clearance periods at the borders have greatly reduced.

3



Broad Development Context for the 6th EAC Development Strategy

3.1 Relevant global and regional frameworks (SDG, AU, WTO, TFTA, CFTA, etc.)

The development context of the EAC 6th Development Strategy is in alignment with commitments as contained in the SDG 2030, AU2063, World Trade Organisation (WTO), Tripartite Free Trade Area (TFTA), African Continental Free Trade Area (AfCFTA), the Sendai Framework for Disaster Risk Reduction (SFDRR) (2015-2030) and the Paris Agreement among other regional and global obligations.

3.2 Vision 2050 targets, Sector strategies, National Visions and Strategies

Considering the regional youthful population and high unemployment rates and poverty, Vision 2050 focuses on initiatives that will create gainful employment to the economically active population. This is to be achieved through the pillars of Infrastructure development; Industrialization; Agriculture, food security and rural economy; Natural resource and environment management; and Tourism, trade, and services development. Consequently, the complementary enablers include shared political commitment, healthy population, skilled human capital, and effective institutions anchored on harmonized policies and regulatory frameworks to manage expanded and diversified regional potentials.

To this end, the Vision commits to providing conducive investment climate and establishment of institutions to enhance transformation for growth and development, trade and investment, value addition, production and productivity which aims to address various imbalances¹ to restore equity and accountability and quality of life for the general population within a prosperous region. These regional aspirations are consistent with the national visions promising prosperity for the citizens.

3.3 Recovery Plan from the negative effects of COVID-19

Considering the devastating effects of the pandemic on EAC economies, the region has developed a recovery plan to respond to and address the challenges posed by the COVID-19 pandemic and reorient the economies back on their long-term growth path. The objectives of the EAC COVID-19 Recovery Plan are:

- a. To mitigate the short-term and medium-term (2 – 3 years) negative impacts of the pandemic on vital economic and social sectors of the EAC region.
- b. Support strengthening of the fundamentals for robust recovery and sustainable further growth of trade and investment flows; and
- c. Facilitate harmonized implementation of priority activities aimed at promoting economic recovery and ensure the future prosperity of the EAC region.

To this end, a two-pronged approach is envisaged. Firstly, to institute measures and interventions to contain, as well as sustain an operating environment that supports the governments in the region to combat COVID-19, and secondly, to identify and implement strategic interventions that will lead to recovery and growth of the economies of the EAC countries.

The EAC COVID-19 Recovery Plan prioritises the short-term and medium support measures and actions to contain the pandemic as well as for recovery. The plan is based on the optimistic assumption that the pandemic will come to an end at a point where the damage inflicted on the global economy has been fixed gradually as to allow reasonable flow of resources and normalcy in key economic activities led by foreign trade.

3.4 Strategic Development Objectives

Taking cognisance of the SWOT analysis and the strategic development objectives underpinning the 5th Development Strategy, the 6th Development Strategy shall be moderated to focus on building a regional economy to take advantage of the large continental and global markets, re-engineer Production and logistics arrangements in line with digitalised frameworks in the face of the disruptive effects COVID 19 pandemic including strengthening emergence response mechanisms for timely mitigation of disasters.

⁴ Unbalanced distribution of economic and social infrastructure and incomes

These include:

1. Attainment of a fully-fledged Customs Union through full implementation of the Single Customs Territory (SCT) and enhanced ICT systems for customs administrations and other key players.
2. Enhancing domestication and implementation of regional commitments in line with the EAC Common Market Protocol, and other related regional, continental, and international frameworks.
3. Attainment of the EAC single currency through the realisation of macro-economic convergence criteria and the harmonisation of fiscal, monetary and exchange rate policies.
4. Strengthening regional governance, political commitment, accountability, and inclusivity to improve peace and security, in the build-up to an EAC Political Confederation.
5. Development of quality multi-dimensional strategic infrastructure and related services including clean energy, to support and accelerate sustainable regional integration and global competitiveness.
6. Developing and strengthening the capacity of all EAC Organs and Institutions to effectively execute their mandates.
7. Increasing visibility of EAC, stakeholder knowledge and awareness, and participation of EAC citizens in the integration process.



4



Priority Interventions in the 6th Development Strategy

4.1 Strategic Focus

The strategic Focus of the 6th Development Strategy includes:

1. **Implementation of COVID-19 recovery plan.**⁵
2. **Agricultural transformation:** food and nutrition security.
3. **Industrial integration:** through increased value addition, developed value chains, infrastructure, private sector development, support of MSMEs.
4. **Climate change management and green growth:** green energy, resilience to disasters and calamities (droughts, locusts, floods).
5. **Leveraging information technologies to improve competitiveness and production.**
6. **Socio economic development:** education, skills development and labour productivity.
7. **Strengthened governance:** political & economic governance, resource mobilization, gender equality, peace & security.
8. **Institutional Transformation.**

4.2 Development Theme & Goal

Overall Goal: "To Transform the East African Community into a Stable, Competitive and Sustainable Low-mid-income Region by 2030".

Overarching Theme: Building momentum towards post-COVID-19 recovery and accelerating regional adaptation to the dynamic socio-economic environment.

4.3 Principles of the Development Strategy

The guiding principles in the implementation of the Strategy include:

1. Attainment of sustainable growth and development of the Partner States.
2. Strengthening and consolidation of cooperation in agreed fields.
3. Promotion of sustainable utilization of the natural resource and nature-based solutions to climate change and disaster risk reduction in the region.
4. Strengthening and consolidation of the long standing political, economic, social, cultural, and traditional ties.
5. Promotion of people-centred mutual development.
6. Promotion of peace, security, and stability.
7. Enhancement and strengthening of partnerships with the private sector and civil society and mainstreaming of gender in all its endeavours, among others.

⁵ The COVID-19 Regional Recovery Plan developed in partnership with the East African Business Council, prioritizes interventions to ameliorate the high-risk impacts of Covid-19 at the regional level regarding the recovery of tourism, SMEs, and manufacturing business sectors.

4.4 Key Priority Areas of the EAC over the Plan Period 2021/22 - 2025/26

The key priority Areas for the next five years:

1. **Strengthening of regional peace, security, political processes, emergency response mechanisms and good governance to create a stable business environment.**
2. **Provision of Customs Services that facilitate legitimate trade and investment in the region.**
3. **Strengthening the productive and social sectors to improve production and productivity, increase value addition, and domesticate regional commitments to improve the welfare of East Africans. These include:**
4. **Full implementation of the East African Monetary Union Protocol.**
5. **Re-engineering of Production and logistics arrangements in line with digitalised frameworks to enhance e-business opportunities and streamlining interconnectivity of transport logistics.**
6. **Development of Regional Infrastructure to Support the Integration Process.**
7. **Institutional transformation at the regional level, including skills development.**
8. **Promotion of awareness creation and dissemination of information on the Community.**

4.5 Long-term targets under the EAC Pillars of Integration

The EAC Treaty anticipates development of policies and programmes aimed at widening and deepening co-operation among the Partner States in political, economic, social, and cultural fields, research and technology, defence, security, and legal and judicial affairs, for their mutual benefit. Consequently the 6th Development Strategy focus is on deepening Regional Integration. This will entail enhancing free movement of all factors of production including re-alignment of value-chains at national, regional and global levels and intensifying economic integration at the Continental level and other areas of cooperation across the Partner States as envisaged under the Common Market and Monetary Union Protocols.

Target: Triple intra-regional trade by 2025.

4.5.1 Customs Union

Strategic Development Objective: Attainment of a fully-fledged Customs Union through full implementation of the Single Customs Territory (SCT) and enhanced ICT systems for customs administrations and other key players.

Key Priority Area: Provision of Customs Services that facilitate legitimate trade and investment in the region.

Consequently, customs operations and trade facilitation remain critical for a fully-fledged CU.

Expected High Level Outcome: AfCFTA and TFTA operationalized, and the EAC Customs Union becomes fully functional, leading to increase in access to export markets.

Customs Union Operations

Sector Priority Areas 1: Provision of Customs Services that facilitate and promote Legitimate Trade and Investment in the EAC using Modern Technology, Professional Staff and Application of International Best Practices.

Targets:

The following key targets will be pursued under this priority area:

1. Increase adoption of technologies to maximize efficiency in Customs operations from 50% to 100%.
2. Increase adoption and implementation of regional, continental, and international agreements from 60% to 100%.
3. At least 1000 Customs Officers from Partner States receive capacity building to improve their performance.
4. Enhance institutional capacity from 60% to 100%.

5. 100% of existing and new public-private partnerships strengthened.
6. Negotiations concluded and strategies for implementation of AfCTFA and TFTA agreements developed.

Trade Facilitation

Sector Priority Area 2: Streamlining, simplifying, and harmonizing Trade Administrative procedures and regulations

Targets:

1. NTBs Act 2017 and Regulations amended
2. At least 50 % of reported NTBs resolved
3. At least seven (7) enquiry points for Trade Facilitation established and operationalized
4. One regional and six National TFA committees receive capacity building interventions
5. EAC Trade statistics published annually
6. At least 800 Micro, Small and Medium Enterprises (MSMEs) facilitated to access EAC market annually
7. At least 200 Exhibitors trained on market access opportunities annually
8. Standards developed for at least 20 most traded locally produced EAC products
9. Standards developed for at least 100 most traded imports into the EAC
10. At least 10 standards harmonized in each category
11. At least three (3) Metrology Institutes in the region upgraded to International recognition
12. At least five (5) Traceability Guidelines (Mass, Volume, Pressure, Temperature, and Time & Frequency) developed
13. At least three (3) regional programs for accuracy measurements (axle load, safe drugs, and industrial development) developed
14. At least 30 stakeholders from the public and private sector in each Partner States receive capacity building to improve their performance.
15. At least three (3) additional partnerships on standardization, conformity assessment, accreditation and measurement established
16. Attain membership to International Standardization bodies (ISO, IEC, CODEX, ARSO, OIML; IAL and ILAC).

Sector Priority Area 3: Expand Market Access for EAC Exports and Trading with the third parties

Targets:

1. EAC to adopt and implement a harmonized EAC Regional Trade Policy,
2. EAC Export Promotion Strategy (2020 – 2025) implemented,
3. EAC-EU Market Access Upgrade Programme implemented,
4. EAC Regional Special Economic Zones Policy and Regulations adopted by 2025,
5. Finalize and implement the EAC Regional E-Commerce Strategy,
6. TFTA and AfCFTA strategies developed for implementation,
7. EAC positions developed for the Phase II negotiations of the AfCFTA Agreement,
8. TFTA and AfCFTA Agreements implemented,
9. Negotiations of 3 other Trade Agreements between EAC and selected 3rd Parties undertaken,
10. EAC positions on trade matters discussed in international fora (i.e. WTO) developed.

4.5.2 Common Market

Strategic Development Objective: Enhancing domestication and implementation of regional commitments in line with the EAC Common Market Protocol, and other related regional, continental, and international frameworks.

Key Priority Areas: Strengthening the productive and social sectors to improve production and productivity, increase value addition, and domesticate regional commitments to improve the welfare of East Africans.

Expected High Level Outcome: Fast tracked implementation of the Common Market Protocol, leading to increase in intra-EAC trade, and free movement of factors of production, right of establishment and residence within EAC.

Sector Priority Area 1: Accelerating the full implementation of the Common Market Protocol, including Protection of Fair Competition.

Targets:

1. All Partner States adopt measures to address imbalances that may arise from the implementation of the CMP by 2026,
2. Regional laws on the various aspects of the Common Market Protocol identified and developed to facilitate the effective implementation of the Protocol,
3. At least two additional instruments recommended from the review of EAC Common Market Protocol developed and operationalised,
4. National Implementation Committee (NIC) Meetings held bi-annually,
5. Meetings of the Regional Monitoring Group on the Implementation of the EAC Common Market Protocol held bi-annually,
6. At least one Common Market Scorecard Report developed and published after every two years,
7. Improved capacity. At least 40 staff of the EAC Secretariat and Partner States receive capacity building to facilitate the harmonization of regional and national policies, strategies, and systems to conform to the CMP and coordinate the implementation of the CMP commitments across the region.

Free movement of services

Sector Priority Area 2: Promote the free movement of services in the region.

Targets

1. At least 3 implementation plans, or proposals developed for facilitation and alignment of regional, continental, and multilateral agreements on Trade in Services.
2. Legal and policy environment that is supportive of free movement of services in the region harmonised.
3. At least two (2) regulatory audits of laws and regulations affecting trade in services subsectors undertaken.
4. 20% of identified non-conforming measures and barriers to trade in services removed.
5. An online system of the Mechanism for the Removal of Restrictions on Trade in Services developed.
6. One Regional Trade in Services Committee (RTSC) and six National Trade in Services Committees (NTSC) receive capacity building from the Secretariat.
7. At least 100 members of NTSC receive capacity building from the Secretariat.
8. Negotiations on Trade in Services concluded at the regional level under the CMP.
9. Negotiations on Trade in Services concluded under the TFTA, including the schedules of commitment and regulatory frameworks.
10. Strategies developed for implementation of AfCFTA and TFTA Protocols on Trade in Services, including the schedules of commitment and regulatory frameworks.
11. EAC Trade in Services Strategy finalized.
12. Roadmap for the implementation of the EAC Trade in Services Strategy developed.
13. Operationalization of the EAC Trade in Services Strategy through the EAC Roadmap for the implementation of the EAC Trade in Services Strategy.
14. EAC Trade in Services Statistical Reporting Mechanism developed.
15. At least 100 beneficiaries receive capacity building on the use of the EAC Trade in Services Statistical Reporting Mechanism.
16. Mechanisms for participation of stakeholders in Trade in Services policy formulation.
17. Implementation plans for promotion of exports on Trade in Services developed.

4.5.3 Monetary Union

Strategic Development Objective: Attainment of the EAC single currency through the realisation of macro-economic convergence criteria and the harmonisation of fiscal, monetary and exchange rate policies.

Key Priority Area: Full implementation of the East African Monetary Union Protocol.

Expected Outcome: Milestones for the establishment of EAC Monetary Union accomplished and the Monetary Union enforced.

Monetary Union

Sector Priority Areas 1: Full implementation of the East African Monetary Union Protocol.

Targets:

1. Convergence targets met.
2. All EAC citizens sensitised on the implications of single currency.

Fiscal and Monetary Affairs

Sector Priority Area 2: Harmonisation of the regional fiscal & Monetary Exchange rate policies.

Targets:

1. Monetary and Exchange rate policies fully harmonized.
2. All legal instruments finalized and four EAMU Institutions established.
3. Economic policies and regulatory frameworks harmonized to create solid grounds for implementing common policies and regulations in the context of the envisage Monetary Union.
4. Full implementation of the Monetary Union roadmap.
5. A roadmap for the design and issuance of the EAC single currency developed and implemented.

4.5.4 Political Federation

Strategic Development Objective: Strengthening regional governance, political commitment, accountability, and inclusivity to improve peace and security, in the build-up to an EAC Political Confederation.

Key Target Area: Strengthening of regional peace, security, political processes, emergency response mechanisms and good governance to create a stable business environment.

Expected High Level Outcome: Improvement in governance, political commitment, and accountability in the region, as a result of demonstrable progress in the implementation of the EAC Political Federation.

Political Affairs

Sector Priority Area 1: To lay the foundation for Political Federation through development of the constitutional framework for EAC political confederation, establishment of regional structures and building institutional capacity through development of regional policies.

Targets:

The following key targets will be pursued under this priority area:

1. Constitutional framework for EAC Political Confederation Constitution developed and adopted.
2. Regional framework for promotion of Good Governance established.
3. Establish five (5) new platforms for increasing youth participation in the EAC integration processes.
4. At least ten (10) activities implemented jointly with the other RECs, AU and UN in line with the various cooperation frameworks.
5. Implementation of the cooperation arrangements (election and democracy, governance, rule of law and access to justice, anti-corruption) with African Union Commission (AUC) through the African Governance Architecture (AGA) programme.

International Relations

Sector Priority Area 2: Strengthening common approach to promotion of collective regional interests in the regional, continental, and international arena.

Targets

The following key targets will be pursued under this priority area:

1. At least five (5) collaborations/ partnerships established and maintained to project regional interests in international fora.
2. Partner States Foreign Policies harmonized.
3. A framework for Partner States' provision of consular services on behalf of each other developed and adopted.
4. At least one (1) EAC Diaspora event in key diplomatic multilateral stations held annually.

5. EAC integration objectives promoted amongst external stakeholders by ensuring alignment of the EAC Vision 2050 with other international development frameworks.
6. At least one (1) new cooperation agreement concluded annually.
7. AU- RECs Division of Labour identified and implemented.

Peace and Security

Sector Priority Areas 3: Operationalize Regional Strategy on Peace and Security for stronger institutional frameworks, Conflict Prevention, Management and Resolution (CPMR) Mechanism, coordination of security sector interventions and timely policy formulation.

Targets:

The following key targets will be pursued under this priority area:

1. At least 60% of decisions made in areas of peace and security implemented.
2. EAC Early Warning Mechanism implementation enhanced and linkage between National structures and the Regional Early Warning Centre strengthened.
3. A Dynamic and Structural Data Analytical Module for data collection, analysis and reporting developed and integrated into the EACWARN Systems and Tools.
4. Collaboration and cooperation with AU-CEWS, sister RECs/RMs and engagement with other stakeholders' (civil society, youth, women, faith based-organizations) in Conflict Prevention, management, and resolution initiatives in EAC region enhanced.
5. African Union Post Conflict Reconstruction and Development (PCRD) Policy Framework domesticated.
6. EAC Mediation and preventive diplomacy capacities enhanced.
7. Regional measures to combat asymmetric security threats, such as terrorism, transnational organized crime, SALW Proliferation, Maritime insecurity cross-border crimes, genocide and genocide ideology among others promoted.
8. Interagency partnerships and cooperation increased and strengthened through harmonization of all practice areas among services/forces involved in domestic security.
9. Partnerships with regional and international organizations including the AU, RECs and UN on Peace and Security mandate matters strengthened.
10. At least two thematic interventions implemented per annum.

4.6 Long-Term targets for EAC Organs and Institutions

4.6.1 Development of Regional Infrastructure

Strategic Development Objective: Development of quality multi-dimensional strategic infrastructure and related services including clean energy, to support and accelerate sustainable regional integration and global competitiveness.

Key Priority Area: Development of Regional Infrastructure to Support the Integration Process.

4.6.1.1 Road Transport

Expected High Level Outcome: Road transport infrastructure improved, and efficiency in transport related services enhanced.

Sector Priority Area 1: Improvement of road connectivity and operations across the Region.

Targets:

The following key targets will be pursued under this priority area:

1. Updated EAC Transport Strategy and Regional Road Development Programme implemented.
2. All guidelines and standards in the roads sub-sector across the RECs within the TFTA and CFTA frameworks harmonized.
3. Construction of priority multinational road networks completed.
4. All required resources for feasibility studies mobilized and feasibility studies undertaken.
5. Priority roads selected and required policy reforms identified.

4.6.1.2 Railway Transport

Expected Outcome: Railway transport infrastructure improved, and efficiency in rail transport related services enhanced.

Sector Priority Area 2: Development of an efficient railway system.

Targets:

The following key targets will be pursued under this priority area:

1. At least two studies concluded, and study report presented on new railway corridors.
2. EAC Railways Regulatory Agency established.
3. EAC Regional Railway Bill on Safety, Interoperability, Access Charging & Management finalized, and regional railway laws harmonized.
4. At least three centres of excellence developed for railway capacity building (Human Resource), ICT and technology development (e.g. spare part manufacture).

4.6.1.3 Civil Aviation & Airports

Expected Outcome: Expanded air transport system that is safe, secure, and efficient.

Sector Priority Area 3: Implementation of Single African Air Transport Market by 2025.

Targets:

The following key targets will be pursued under this priority area:

1. Liberalization of air transport in the EAC by 2025.
2. Achieve full implementation of Single African Air Transport Market by 2025.
3. EAC Upper Flight Information Region established by 2024.
4. Three regional airports expanded and/ or modernised to cope with increased traffic.
5. Reduce number of airplane incidents and accidents by 30%.
6. Three regional tourist airport connections expanded by 30%.
7. Civil Aviation and Airport Policies harmonised.
8. Three centres of excellence developed for civil aviation.

4.6.1.4 Maritime Transport

Expected High Level Outcome: Expanded maritime transport system that is safe, secure, and efficient.

Sector Priority Area 4: Supporting the Development of efficient, safe, and secure maritime transport systems.

Targets

The following key targets will be pursued under this priority area:

1. Sustainable blue economy policies in place by 2026.
2. Policies and regulations governing Maritime Transport and Ports aligned with international best practices.
3. Twenty percent reduction in number of security incidents in both inland waterways and the Indian Ocean.
4. Implementations of three projects in the Lake Victoria and Lake Tanganyika Transport Programs under the Integrated Corridor Development Initiative (Intermodal Strategy).
5. Three additional ports constructed and at least another two modernized.
6. At least two additional container terminals at the ports and inland container terminals.
7. At least three policies in place to support domestication of Africa's Integrated Maritime Strategy 2050 (AIM).

4.6.2 Communications

Expected High Level Outcome: Improved ICT infrastructure

Sector Priority Area 5: Supporting integration of Communications into regional development initiatives.

Targets:

The following key targets will be pursued under this priority area:

1. EAC Postal Development Strategy implemented.
2. Cyber Security Framework developed and under active implementation.
3. Harmonized spectrum policies in Partner States.
4. EAC cross-border interconnection regulations developed by 2026.
5. EAC Mobile Roaming Framework Regulations finalized.
6. EAC regulatory instruments for broadband infrastructure and services developed.

4.6.3 Meteorological Services

Expected High Level Outcome: Strengthened meteorological capacity, leading to improvement in detection and aversion of climate related disasters.

Sector Priority Area 6: Improvement of meteorological services in the region to support the regional integration process.

Targets

The following key targets will be pursued under this priority area:

1. Increase access of Weather Services for Disaster Risk Reduction by 30%.
2. Accuracy of short, medium, and long-range weather forecasting and climate change prediction and monitoring improved by 20%.
3. Quality Management System (QMS) for Aeronautical Meteorological Services implemented by 2025.
4. All six Partner States upgrade or modernize National Meteorological Infrastructure to meet the set minimum standards by 2026.
5. Meteorological Policies harmonized.
6. At least 20% increase in the number of outlets for Meteorological Services for the marine, aviation, agriculture and food security, environment, water resources and energy.
7. Ratification and implementation of the Protocol on Cooperation in Meteorological Services.

4.7 Productive Sectors

Strategic Development Objective: Enhancing domestication and implementation of regional commitments in line with the EAC Common Market Protocol, and other related regional, continental and international frameworks.

Key Priority Areas: Strengthening the productive and social sectors to improve production and productivity, increase value addition, and domesticate regional commitments to improve the welfare of East Africans.

4.7.1 Agriculture & Food Security

Expected Outcome: Sustainable increase in agricultural production, productivity, and value addition.

Sector Priority Area: Promoting sustainable natural resource use and management for agricultural productivity and value addition to sustain food security and leverage international and cross-border trade.

Strategic Interventions

Targets:

1. At least 50% increase in agricultural production and productivity.
2. At least 50% reduction in number of people in need of food aid.

3. All Partner States domesticate all the regional food safety measures.
4. At least 50% reduction in post-harvest losses in prioritized strategic value chains in the EAC Agro-industry and agro-enterprise program.
5. An integrated comprehensive early warning system that covers information on food surplus/deficit status, staple foods market information and information on trans-boundary crop and livestock pests and diseases.
6. Increase by 50%, the domestication by Partner States, of harmonized regional policies, strategies, guidelines, and legislation to increase sustainable and inclusive agricultural production, productivity, and intra-regional trade.
7. At least five regional projects designed and implemented to improve livestock and fisheries value chains for sustainable economic growth and livelihoods.
8. All Partner States demonstrate improvement in regional collaboration and response to integrated management of trans-boundary crop and animal pests and diseases.
9. Increase by 50%, intra-regional trade and delivery systems for agricultural inputs and technologies (including seeds, fertilizers, pesticides, veterinary immunological, vaccines and irrigation technologies) in the region.

4.7.2 Tourism & Wildlife

Expected Outcome: Increased contribution of the tourism sector to regional economic growth.

Sector Priority Area: Diversification of Tourism and Promotion of sustainable use of wildlife resources.

Targets:

1. Classification criteria for tourist accommodation establishments and restaurants reviewed, finalized, and adopted by all Partner States.
2. All Partner States adopt and implement the minimum standards and guidelines for tour operators, travel agents and tour guides.
3. A least two Centres of Excellence for Tourism and Wildlife training identified and accredited.
4. Protocol on Tourism and Wildlife Management finalized and approved.
5. Training programme for assessors for classification of hotels finalized and approved.
6. EAC Tourism Marketing Strategy and Tourism Recovery Plan finalized and adopted.
7. Reduce the incidences of poaching by 70% by 2023. Increase by 50%, the number of institutions and law enforcement officials sharing information on poaching, illegal trade and trafficking of wildlife and wildlife products by 2023.
8. Regional policy on wildlife conservation and management developed and adopted by 2022.

4.7.3 Industrial Development & SMEs

Expected High Level Outcome: Inclusive expansion in industrial development and SMEs across value chains in the productive sector.

Sector Priority Area: Development and strengthening of the regional competitive and sustainable Productive Sectors to support the regional and global integration process including supporting regional industrial development and technological innovation.

Target:

The following key targets will be pursued under this priority area:

1. An Industrial Development Bill developed.
2. Action Plan for the implementation of the EAC Industrialization Policy and Strategy (2021-2026) developed and adopted.
3. Establish an inter-ministerial coordination forum at regional and national level for effective management and monitoring of industrial policy implementation and performance.
4. Establish a functional regional electronic platform for benchmarking and monitoring industrial performance
5. Three hundred (300) industrial incubators/entrepreneurs' skills and know-how enhanced through targeted capacity building through information sharing on an established digital portals/e-learning.
6. Annual Industrial Statistics report prepared and disseminated.

7. At least seven (7) public and private sector mechanisms; platforms/dialogues and public private partnerships for the effective development of strategic regional value chains established.
8. Regional and national mechanisms to govern the development of regional value chains established.
9. At least fourteen (14) studies conducted and research products used to guide interventions aimed at strengthening value addition and competitiveness of EAC priority sectors including mineral/ extractive textiles, leather, pharmaceutical, automotive, veterinary products, herbal products, fruits & vegetables and quality infrastructure.
10. All policies, laws and regulations for the mining and mineral sector proposed for development, harmonization, or review, are finalized.
11. Mineral value addition (MVA) Strategy developed and implemented.
12. Rationalized SEZ Policy in adoption of cross border common incentives for enhanced FDI attraction, regional market access.
13. At least five (5) regional Special Economic Zones and Integrated Sector Industrial Parks established
14. Put in place regional preferential procurement schemes and establish a regional public procurement oversight committee to promote public procurement of locally produced goods by SMEs and the large industries.
15. At least seven (7) National and Regional Authorities for SMEs promotion established.
16. At least 300 SMES supported to enhance capacity in the implementation and compliance to standards to enhance competitiveness in the regional and international markets.
17. A framework for promoting linkages between SMEs and MNCs, including value and supply chains, developed, adopted, and operationalized.
18. National dedicated funding Institutions for MSMEs established.
19. Regional MSMEs sector specific associations established for at least six (6) sectors.
20. At least twelve (12) business registries and two (2) databases of MSMEs in the region established.
21. A regional framework in place to support SME firms in addressing immediate liquidity challenges, reduce layoffs, and avoid firm closures and bankruptcies as a post COVID-19 measure.
22. At least 120 Specialists from EAC Partner States receiving capacity building in industrial metrology with focus on medical metrology in support of the innovations on medical devices (ventilators, test kits, temperature guards) to ensure calibration and verification services necessary for acceptance, assured safety for use and recognition internationally.
23. Six (6) regional online buyer/seller's platforms for marketing locally produced goods established
24. Assessment of technology and innovation infrastructure including technology parks, science parks, and innovation parks to designate/establish centres of excellence.
25. Six (6) Industrial innovation, R&D and technology transfer mechanisms designed.
26. Develop guidelines for safe labour practices in factories in six (6) sectors and build capacity of producers on application of the guidelines.
27. Provide 60 enterprises with digital technology and set up digital platforms for digital marketing and service delivery.
28. At least sixty (60) SME receive capacity building in industrial metrology with focus on medical metrology in support of the innovations on medical devices (ventilators, test kits, temperature guards) to ensure calibration and verification services necessary for acceptance, assured safety for use and recognition internationally.

4.7.4 Investment & Private Sector Development

Expected High Level Outcome: Improved environment for investment and private sector development.

Sector Priority Area: Investment Promotion and Private Sector Development.

Targets:

The following key targets will be pursued under this priority area:

1. At least ten regional investment promotional events held, and six regional investment promotion products developed by June 2026.
2. EAC Investment Strategy developed and adopted.
3. EAC Public-Private Partnership Policy (PPP) developed and implemented.
4. PPP centre of excellence/resource centre established.
5. At least three (3) Forums established at appropriate sector levels to expand stakeholder engagements in the productive sectors to include citizenry (civil society, women, and private sector) and having them fully aware of the EAC affairs.

6. The EAC Investment Strategy and Private Sector Development Strategy (PSDS) implemented.
7. At least fifteen (15) SME industrial establishments per Partner State supported to improve their efficiency in production.
8. Harmonize and rationalize investment incentives to promote the Community as a single investment area.
9. High value addition and product diversification in the manufacturing sector.
10. Undertake at least three (3) regional investment promotion events for strategic sectors (manufacturing, ICT, health among others).
11. Sector specific incentives developed for at least six established regional value chains.
12. At least three (3) investment promotional materials developed or updated specifically: i-Guide and sector specific investment profiles.
13. Develop diaspora investment strategy.
14. Six (6) Incubation and innovation centres established.
15. An Investment funding mechanism developed to improve access to affordable finance.

4.7.5 Energy

Expected High Level Outcome: Increase in production and consumption of clean energy.

Sector Priority Area: Increasing access to sufficient, reliable, affordable, and environmentally friendly energy sources in the region.

Targets:

The following key targets will be pursued under this priority area:

1. Develop the Regional Integrated Energy Master Plan.
2. All Partner States align their policies to the Regional Energy Policy Framework.
3. At least five (5) Power Interconnection Projects implemented at regional and Partner State levels.
4. At least two (2) cross border shared generation projects implemented, and all Partner States covered by cross border shared generation projects.
5. Six (6) additional energy efficient technologies introduced into the EAC market.
6. Three (3) East African Petroleum Conferences held to keep potential investors in Oil and gas sub sector informed on emerging opportunities.
7. Prepare three (3) projects for strengthening the Centre of Excellence for the East African Centre for Renewable Energy and Energy Efficiency.

4.7.6 Environment & Natural Resources

Expected High Level Outcome: Environmental conservation enhanced, and sustainable use of natural resources strengthened.

Sector Priority Area: Ensuring sustainable natural resource use, management and conservation, environmental sustainability, and climate change management.

Targets:

The following key targets will be pursued under this priority area:

1. The Climate Change Policy and Strategy reviewed, adopted by 2022 and implemented by 2026.
2. Three (3) community-based climate change programs developed and implemented by 2026.
3. The EAC Climate Change Bill developed and enacted into law.
4. The Protocol on Environment and Natural Resources Management ratified and implemented
5. Review the EAC DRRM Strategy (2012-2017) in line with the SFDRR (2015-2030).
6. Disaster Risk Reduction and Management (DRR/M) Bill assented to.
7. Integration of Disaster Risk Reduction into Education Curriculum; and Development of an EAC DRR Training Manual.
8. At least two (2) Regional emergency response plans developed.
9. Mapping out areas prone to disasters in Partner States.

10. Establish disasters evacuation centres in Partner States.
11. Strengthening and harmonizing existing regional Early Warning Systems.
12. Operationalize the EAC Disaster Risk Reduction (DRR) sub-regional platforms.
13. The Land Policy Initiative (LPI) implemented.
14. Ratification of the EAC Trans-boundary Ecosystems Management Bill.
15. The Strategy for Management and Conservation of the Arid and Semi-Arid Areas developed.
16. An EAC Regional Biosafety and Biotechnology Policy developed, adopted, and implemented
17. The Regional Biodiversity Strategy and Action Plan (RBSAP) developed, adopted, and implemented.
18. The EAC Water Policy and Integrated Water Resource Management Strategy finalized and implemented.
19. The EAC Water Resources Management Centre of Excellence established.
20. EAC Programme of Action (POA) for the Nairobi Agreement on Air Pollution implemented.
21. The EAC Mining Policy and Strategy adopted by 2026.
22. Trees and forests cover in trans-boundary catchment areas increased by 25%.

4.8 Social Sectors

Strategic Development Objective: Enhancing domestication and implementation of regional commitments in line with the EAC Common Market Protocol, and other related regional, continental, and international frameworks.

Key Priority Area: Strengthening the productive and social sectors to improve production and productivity, increase value addition, and domesticate regional commitments to improve the welfare of East Africans.

4.8.1 Health

Expected High Level Outcome: Reduction in preventable deaths as a result of strengthened health systems.

Sector Priority Area: Strengthen Regional Policy Frameworks in support of Universal Healthcare.

Targets:

The following key targets will be pursued under this priority area:

1. Ten (10) new harmonized health laws, policies, regulations, strategies, and standards in place.
2. At least five (5) bankable projects, initiatives and innovations developed to promote health or control diseases.
3. Ten guidelines, frameworks, and initiatives developed to strengthen health promotion and the prevention and control of communicable and non-communicable diseases.
4. Portability of benefits of social health protection is fully implemented as part of the overall social protection agenda.
5. Mutual recognition agreement of health service providers developed and domesticated by all Partner States.
6. Five Health Sector Programmes and Initiatives from the 5th DS sustained EIHP, (EAC Mobile Lab, Support to Pan Prep Project, MHR) are fully operational.
7. EAC Health Sector and Diseases Specific Strategic Plans 2021-2025 developed.
8. Five(5) tools, frameworks and interventions are developed and implemented to support medicines, health technology and food production, safety, and quality.
9. Robust and inter-operable health sector wide information, knowledge management and other ICT initiatives functional.
10. Six(6) Modernized University Teaching Hospitals and National Referral Hospitals in the region in terms of infrastructure, technology (including ICT for learning) and personnel in the region.
11. Health Investment priorities implemented at 50%.

4.8.2 Education & Training

Expected Outcome: Partner States education systems and training curricula fully harmonized for enhancement of productive and creative human resources.

Sector Priority Area: Universal primary and secondary education with 40% of females transiting to secondary education.

Targets:

The following key targets will be pursued under this priority area:

1. All pending actions in the harmonization of EAC education systems and training curricula concluded
2. Number of designated EAC Centres of Excellence operationalized
3. Five new MRAs negotiated and signed.
4. All signed MRAs operationalized and implemented in all Partner States.
5. All Partner States domesticate and implement the EAC Introduction to E-Learning Strategy
6. EAC TVET Harmonization Strategy finalized and implemented in All Partner States.
7. EAC Tertiary and Secondary Schools Essay Writing Competition conducted annually to engage students into the affairs and developments in the Community.
8. EAC Education Strategy Developed and operationalized.
9. EAC Regional Stakeholders and Partners Forum established.
10. New collaborations established with regional and international agencies

4.8.3 Culture & Sports

Expected High Level Outcome: Increased investment and investment returns from creative arts as a tool for social cohesion and economic development.

Sector Priority Area: Development of Creative Arts.

Targets:

1. A framework for mobility of artists and other professionals in the culture and sports fields developed and adopted.
2. A framework for private sector investment in culture and sports tried and implemented. Number of private sector agencies investing in culture and sports.
3. Twenty (20) private sector agencies mobilised to invest in culture and sports
4. Twenty (20) Sports and Culture organizations from PSs benefit from private sector investments
5. At least 20 SME based cultural and creative industries in the EAC benefitting from interventions to enhance their potential.
6. At least 3 regional programs developed to enhance the potentials of cultural and creative industries in EAC with a focus on SMEs
7. East African Community Arts and Culture Festivals (JAMAFEST) held biannually to strengthen, showcase, and celebrate EACs arts and cultural diversity
8. East African Community Games are held biannually
9. At least 500,000 USD mobilised within the planned period for the EAC Culture Trust Fund
10. Regional Culture and Sports exchange program developed and operationalized, benefitting at least 50 artists as participants in the program
11. At least 10 new collaborations established with regional and international Sports organisations lead to at least 4 resource mobilization projects.
12. EAC represented in at least 20 regional and international sports and culture activities.
13. At least 6 events undertaken to popularize the symbols of EAC Cultural Identity.
14. Study on modalities of including French as a language of the Community undertaken

4.8.4 Labour, Employment, Immigration & Refugee Management

Expected High Level Outcome: Increased access to gainful employment because of favourable laws and policies on labour mobility and immigration.

Sector Priority Area: Strengthening Immigration capacities to enhance free movement of persons, workers, and service; and management of refugees.

Targets:

1. EAC Labour Migration Policy and the Action Plan adopted and domesticated by all Partner States.
2. Capacity building for 120 labour migration experts from relevant ministries/agencies in Partner States to effectively coordinate labour migration policies systems and frameworks at national level.
3. EAC/ ILO Decent Work Programme 2020-2025 developed and adopted.
4. EAC Council directive/ regulations on coordination of Social Security benefits reviewed and updated.
5. Recommendations of the EAC Common Market Scorecard, 2018 on free movement of labour, rights of residence and establishment- fully implemented.
6. Guide developed and used by all Partner States to develop, share employment opportunities/ vacancies in the context of the EAC Common Market.
7. EAC e-Immigration Policy and implementation roadmap finalized and adopted.
8. Progress monitoring reports on facilitation of movement of persons arising out of the implementation of Integrated Border Management Systems (IBMS) generated annually and used to guide implementation.
9. Harmonization of entry, work, and residence permits, fees, forms and procedures for the Partner States finalized.
10. EAC refugee management policy and action plan finalized and adopted.
11. Plan of Action for the Regional Strategic Framework for e- Immigration revised.

4.8.5 Gender, Community Development & Civil Society Mobilization

Expected High Level Outcome: Increased participation of women and youth in social, economic, and political activities of the region.

Sector Priority Area: Promotion of Gender, Community development and Empowerment.

Targets:

1. At least one regional and one national project developed to implement the EAC Gender Policy Action Plan.
2. At least three(3) regional and four(4) national programmes that integrate the provisions of the EAC Youth, Children and Persons with Disabilities Policies developed and implemented.
3. Develop and implement a regional policy on social protection.
4. Regional Strategy for Promoting Women in Business finalized and implemented.
5. At least two (2) regional projects based on the EAC Socio-development framework developed and implemented.
6. Organise at least five (5) forums for civil society, private sector, and other interest groups to implement the CDF.

4.9 Regional Sector Support Programmes

Strategic Development Objective: Developing and strengthening the capacity of all EAC Organs and Institutions to effectively execute their mandates.

Key Priority Area: Institutional transformation at the regional level, including skills development;

4.9.1 Office of the Secretary General

Expected High Level Outcome: EAC Organs and Institutions discharging their mandates more effectively and efficiently.

Sector Priority Area: Implementation of the Institutional review recommendations.

Targets

1. Transform EAC Secretariat into a Commission.
2. Modalities of operationalisation of the autonomy granted to EALA and EACJ developed.

Sector Priority Area: Strengthen Inter-Organ/Institutional Collaboration.

Targets

1. Bi-annual strategic consultations and meetings at Policy level.
2. Annual strategic consultations with EAC Institutions.
3. All EALA decisions, resolutions and recommendations implemented.

Expected High Level Outcome: EAC integration objectives widely understood and supported locally and globally.

Sector Priority Area: Enhanced Partnership linkages and networking with EAC stakeholders.

Targets

1. One hundred and twenty (120) High Level Donor missions.
2. Annual Secretary General's forum.
3. Annual Town Hall engagement forum.

4.9.2 Legal & Judicial Affairs

Expected High Level Outcome: Improved judicial and legislative capacity of the Community.

Sector Priority Area: Provide legal support to Organs and Institutions of the Community.

Targets

The following key targets will be pursued under this priority area:

1. At least 80% of the judgements received are in favour of the Community.
2. At least 90% of all instructions from the Council to draft EAC legislation are complied with.
3. At least four laws that impact implementation of the EAC Pillars of Integration are harmonised and approximated in line with the Treaty and relevant protocols annually.
4. At least 60 judges and judicial officers of the Partner States are trained on Community laws and other pertinent aspects: and standardization of judgments of national courts.
5. Verification reports on countries that have applied for membership to the Community are finalised and presented to the Council for consideration.
6. Accession instruments and guidelines on ratification of the adopted Protocols as well as assent to the Bills passed by EALA are prepared and submitted to the joining Partner State.
7. At least one East African Law Report is published for each calendar year.
8. At least one annual East African Law Journal on the topical integration matters within the Community is published.
9. A reviewed and amended Treaty is published and gazetted.

4.9.3 Corporate Communication & Public Affairs

Strategic Development Objective: Increasing visibility of EAC, stakeholder knowledge and awareness, and participation of EAC citizens in the integration process.

Expected High Level Outcome: Increased awareness and participation of the East African people in the regional integration process.

Key Priority Area: Promotion of awareness creation and dissemination of information on the Community.

Sector Priority Area 1: Promotion of awareness creation and dissemination of information on the Community.

Targets

The following key targets will be pursued under this priority area:

1. The 2nd EAC Communication Policy and 2nd EAC Communication Strategy 2021-2026 operationalized by 2021.
2. Unveil and popularise the new EAC Brand Architecture Strategy/New Corporate Identity in all the Partner States.
3. At least five (5) programmes developed to enhance stakeholder engagement in the integration process.

4.9.4 Regional Statistics

Expected Outcome: Harmonized regional statistics necessary for monitoring the EAC macroeconomic convergence criteria, status of implementation of the Customs Union, Common Market and EAMU Protocols.

Sector Priority Area: Managing and strengthening the regional planning, statistics, research, monitoring and evaluation functions.

Targets:

Critical indicators of measure are:

1. At least eight (8) technical statistics experts maintained to improve human resource capacity of the statistics function at the Secretariat.
2. At least two (2) statistical compilation software's/systems developed to improve statistics function of the EAC Secretariat.
3. East African Statistics Bureau (EASB) established.
4. At least 96 officers from all National Statistics Offices benefit from capacity building interventions to produce Community Statistics.
5. All Partner States adopt the harmonized statistical methodologies and practices for compilation of Community Statistics.
6. Annual EAC Facts and Figures regularly published.
7. A statistical database of harmonised Community Statistics, necessary for monitoring the integration process, established.

4.9.5 Planning & Research

Expected High Level Outcome: Increased access and use of knowledge and knowledge products developed by EAC.

Sector Priority Area: Managing and strengthening the regional planning, statistics, research, monitoring and evaluation functions.

Targets:

The following key targets will be pursued under this priority area:

1. Regional Planning Authority established.
2. All Community's and sector-specific medium and short-term plans developed.
3. All technical staff of the EAC Policy Research Unit receive refresher training on research and policy analysis.
4. EALA and EACJ ISO 9001:2015 Certified.

4.9.6 Monitoring & Evaluation

Expected High Level Outcome: Increased access and use of knowledge and knowledge products developed by EAC.

Sector Priority Area: Managing and strengthening the regional planning, statistics, research, monitoring and evaluation functions.

Targets

The following key targets will be pursued under this priority area:

1. Data base on outcome and impact indicators of development strategies (These data will serve as baseline for the 6th Development strategy).
2. All EAC institutions and Partner States implement results-based M&E system.
3. At least two focal persons per Partner State, Organ and Institution trained data collection, analysis, reporting and dissemination.
4. Improved M&E co-ordination between the EAC Secretariat, EAC Organs and Institutions by 2025.
5. Review of 6th EAC Development Strategy completed by 2023.
6. All prioritized sector/thematic evaluations finalized by 2025/2026.
7. Web-based MIS for the monitoring of programmes and projects operationalized.

4.9.7 Resource Mobilisation, Financial Management, and Internal Audit

4.9.7.1 Resource Mobilisation

Expected High Level Outcome: Improved capacity for resource mobilisation.

Sector Priority Area: Enhancing sustainable mechanisms for mobilising resources to implement EAC Programs and Projects.

Targets

The following key targets will be pursued under this priority area:

1. Donor engagement strengthened and at least \$50 million mobilised annually.
2. EAC Development Fund (EACDF) established.
3. EAC Private Sector Fund established.
4. At least two organs and institutions receive capacity building on Donor Mapping, and Resource Mobilisation Plans annually.
5. Framework developed for accessing resources from AU 2063 Agenda.

4.9.7.2 Financial Management

Expected High Level Outcome: Improved financial management capacity across EAC organs and institutions.

Sector Priority Area: Enhancing financial resources management, accountability, and reporting.

Targets

The following key targets will be pursued under this priority area:

1. All EAC organs and institutions are connected to the centralized financial management information system.
2. At least one sustainable financing mechanism for the EAC Budget established.
3. Timely, quality, practical and purposeful EAC Budget developed and appropriated.
4. 100% compliance to established rules, regulations, and controls.
5. Zero tolerance to Project/Programme and Financial Audit Queries.

4.9.7.3 Internal Audit

Expected High Level Outcome: Better integration and delivery of EAC audit functions.

Sector Priority Area: Ensuring governance, risk management, and internal controls, as well as reporting.

Targets

The following key targets will be pursued under this priority area:

1. Four (4) additional measures established (fully fledged audit management software, Risk Management Software, Revised Audit Charters, and Revised Audit Manual) to enhance governance, risk management and internal controls.
2. Audit management systems integrated with all EAC system modules.
3. Build capacity of stakeholders (staff, members of Audit and Risk Committee, Audit Commission) in areas of governance, risk management and internal controls.

4.9.8 Human Resources and Administration

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC organs and institutions.

4.9.8.1 Human Resources

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC organs and institutions.

Sector Priority Area 1: Strengthening EAC institutional and human resource management & development frameworks.

Targets:

1. The following key targets will be pursued under this priority area:
 1. All the recommendations of the institutional review implemented by June 2026.
 2. Establish and operationalise a forum for regular consultations to enhance inter- organ/institution collaboration and co-operation by 2026.
 3. HR Development Strategy finalized and approved.
 4. Review processes, systems, and infrastructure on HR functions to provide high levels of efficiency, quality, and cost effectiveness for the implementation of the 6th EAC Development Strategy.
 5. All staff receive capacity building in their areas of expertise to improve service delivery.
 6. The EAC performance management system reviewed and operationalized.
 7. Right staff provided to different departments and maintained.

4.9.8.2 Administration

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC organs and institutions.

Sector Priority Area 2: Strengthening of EAC institutional and administrative frameworks.

Targets

The following key targets will be pursued under this priority area:

1. Framework to govern operations of the organs and institutions finalized and adopted.
2. Procurement Act to guide EAC organs and institutions finalized and adopted.
3. Operationalise the Conference Management Policy.
4. Protocol Handbook/Manual finalized and adopted.
5. EAC buildings, furniture and equipment properly maintained as per Contracts.
6. Efficient Administrative Support services provided to the Secretariat and EAC organs.
7. EAC Safety, Security Policy and Strategy operationalized.
8. A forum for Regional Administrators established.

4.9.8.3 Library and Documentation (Information Centre)

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC organs and institutions.

Sector Priority Area 3: Strengthening EAC's knowledge management and improving information access to EAC organs, institutions, Partner States and other stakeholders.

Targets

The following key targets will be pursued under this priority area:

1. EAC information and knowledge resources updated quarterly.
2. At least 20% increase in the number of data sets and information products shared regularly between the EAC organs, institutions and coordinating ministries.
3. Modalities for documenting tacit knowledge for dissemination and sharing among EAC organs, institutions and coordinating ministries developed.
4. At least two (2) consortiums/forums for knowledge management and information sharing with other RECs and international organisations created.

4.9.8.4 Management Information

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC Organs and Institutions.

Sector Priority Area 4: Enhancement of Management of EAC Records and Archives

Targets:

The following key targets will be pursued under this priority area:

1. Records and archives management policy updated, and records become available in multiple formats.
2. Retention and disposal schedule developed by 2024.
3. Principles to guide harmonisation of national laws to address records and archives management at regional level established.
4. Disaster Plan in place for EAC records and archives, and a Vital Records programme developed for the Community.

4.9.8.5 Corporate Information and Communication Technology

Expected High Level Outcome: Internal systems and processes improved, and staff capacity strengthened for efficient implementation of human resource and administrative functions of the EAC organs and institutions.

Sector Priority Area: Strengthening the Corporate ICT function as an enabler of the EAC Integration and Socio-economic Development process

Targets:

1. Digital service developed by 2023.
2. Develop cyber security strategy and policy.
3. EAC systems in organs and institutions integrated as per the ICT Strategy, the EAC Corporate ICT Policy and various studies and proposals.
4. ICT Governance and function enhanced to make it a business enabler as per the ICT Strategy.
5. Train the Financial Managers from all institutions and organs on how to use the integrated system.
6. Financial system will be fully integrated and linked with all institutions and organs.
7. ICT digital platform review meetings for all stakeholders convened.

4.9.9 Defence Liaison

Expected High Level Outcome: Improvement in governance, political commitment, and accountability in the region, because of demonstrable progress in the implementation of the EAC Political Federation.

Sector Priority Area: 1. Promote peace, security, and stability within the Community and good neighbourliness among the Partner States

Targets:

The following key targets will be pursued under this priority area:

1. Joint Military Training to be enhanced.
2. Joint Operations to be implemented.
3. Specific guidelines for the planning and conduct of EAC CPX and FTX developed.
4. Facilitate Mutual Defence Pact signing and ratification.
5. Technical Cooperation obtained and operational 2026.
6. Visits and exchange of information carried out.
7. Technical Aspects, modalities and administrative requirements for implementation of Sectoral Council decisions developed.
8. Regional Counter Terrorism Centre finalised and established.
9. Proposed exhibition of Defence Industrial products implemented.
10. Modalities of collaboration in Military Medical Research developed.
11. Medical Modelling and Simulation Centre in the Republic of Rwanda assessed and modalities for sharing the facility availed.

4.10 EAC Organs

Strategic Development Objective: Developing and strengthening the capacity of all EAC Organs and Institutions to effectively execute their mandates.

Key Priority Area: Institutional transformation at the regional level, including skills development;

4.10.1 East African Legislative Assembly (EALA)

Sector Priority Area 1: Strengthen Legislation for the Community

Strategic Intervention

To enact legislation for the implementation of the pillars of the EAC integration agenda

Targets

- i) To enact legislation for the implementation of the pillars of the EAC integration agenda
- ii) Ten (10) Bills presented and enacted per year.
- iii) Seven (7) pieces of legislation assented and disseminated annually.
- iv) Six (6) plenary sessions conducted each year.
- v) 24 meetings, hearings and outreach activities on Bills conducted by committees annually.

Sector Priority Area 2: Strengthen Oversight for the Community

Strategic Interventions

- a) To oversee the processes for the implementation of the four pillars of the EAC integration agenda:
- b) To facilitate the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030.
- c) To promote, protect and defend human rights, democracy, peace, and security in the Community.
- d) To establish a strong Performance Monitoring and Evaluation Framework for the EALA.

Targets

- i) Three oversight activities undertaken annually by each Committee.
- ii) Eight meetings of the statutory audit cycle of the Audit Commission held annually.
- iii) Three hearings to consider the Audit Commission reports undertaken annually by the Accounts Committee.
- iv) Three hearings to consider the EAC Annual reports undertaken by the GP Committee.
- v) Two hearings to consider the EAC foreign and security policies report by the RACR Committee held

annually.

- vi) Four oversight meetings undertaken annually to address the SDGs and AU 2063 Agenda.
- vii) Six interactive meetings undertaken with national, regional, and international stakeholders and RECs annually.
- viii) Four exchange visits with key strategic stakeholders undertaken annually.
- ix) Two meetings each undertaken annually by the Committee on Legal and the Committee on RACR.
- x) 15 exchange visits undertaken annually.
- xi) 16 EALA delegations to national, regional, and international fora annually.
- xii) Four interactive meetings amongst committees held annually on EALAs performance monitoring and evaluation framework developed and disseminated by 2026.
- xiii) 14 performance reports prepared, discussed, published, and disseminated annually.

Sector Priority Area 3: Strengthen Public Hearings and Representation for the Community

Strategic Interventions

- a) To strengthen partnership and collaboration with National and other Regional Parliaments.
- b) To enhance EALA's collaborative engagement with the Private Sector, Civil Society, Women organizations, youth, and other Stakeholders.
- c) To enhance the corporate image of EALA

Targets

- i) 20 collaborative engagements undertaken with EAC national parliaments and other regional and international parliaments annually.
- ii) Four meetings of the EAC Speakers Bureau and Senior Parliamentary officials held annually.
- iii) Four public outreach activities undertaken with National parliaments annually.
- iv) Two exchange visits per committee held annually.
- v) Five(5) collaborative engagements per Committee established annually with civil society, private sector, and interest groups.
- vi) 40 EALA delegations by speaker and members undertaken annually.
- vii) 15 public outreach activities undertaken annually.

Sector Priority Area 4: Strengthen Appropriation Role of the Community

Strategic Intervention

To strengthen harmonious working relations with other EAC Organs and Institutions in the furtherance of the Integration Agenda.

Target

20 quarterly strategic meetings held with EAC organs and Institutions.

Sector Priority Area 5: Strengthen Financial and Administrative Support to the Assembly

Strategic Interventions

- a) To operationalize and consolidate the financial and administrative autonomy of the East African Legislative Assembly.
- b) To enhance the capacity of Members and Staff to strengthen the performance of the Assembly.
- c) To support and strengthen the East African Parliamentary Institute (EAPI).

Targets

- i) Four interactive meetings held between the EALA Commission and stakeholders per year.
- ii) 24 capacity building initiatives undertaken by Members, staff, and Committees per year.
- iii) Ten delegations for continuous professional development, attachment initiatives undertaken annually.

- iv) Four EAPI statutory meetings held annually with EAC Speakers and Clerks in line with the Act.
- v) Ten delegation exchange and networking programmes undertaken annually.
- vi) Four delegation capacity building, sessions held between EAPI and the EALA heads of departments annually.

4.10.2 East African Court of Justice (EACJ)

Expected High Level Outcome: Judicial and administrative function of the Court strengthened.

Sector Priority Area: Extending the Court's jurisdiction to other Original and Appellate Courts as envisaged in the Treaty.

Targets:

The following key targets will be pursued under this priority area:

1. Administrative and financial autonomy for the Court achieved.
2. Court's jurisdiction extended to other Original, Appellate and Human Rights Matters.
3. Services of Hon Judges become permanent.
4. At least one courtesy call to each of the following in all Partner States: the EAC Heads of State; Chief Justices; Ministers and Permanent Secretaries of EAC Affairs; and Attorneys General by June 2026.
5. Hold round table discussions, workshops, retreats, seminars with various stakeholders.
6. At least 40 Court Sessions held with 30 Sessions being held in Arusha and 10 Sessions in the Partner States.
7. At least 24 outreach awareness creation programs held in the Partner States by June 2026.
8. At least eighty (80) per cent of the Court's processes facilitated through technology.
 - α) Implementation of an independent ICT infrastructure,
 - β) Implementation of a videoconference facility in all the sub-registries: and
 - γ) Continuously upgrading the Case Management and Recording System to meet international standards.

4.11 EAC Institutions

Strategic Development Objective: Developing and Strengthening the Capacity of all EAC Organs and Institutions to Effectively Execute their Mandates

Key Priority Area: Institutional transformation at the regional level, including skills development

4.11.1 Lake Victoria Basin Commission (LVBC)

Expected High Level Outcome: Improved integration of sustainability and resilience mechanisms in the management and utilization of L. Victoria Basin resources

Sector Priority Area 1: Promotion of sustainable utilization and management of the Lake Victoria Basin resources

Targets:

The following key targets will be pursued under this priority area:

1. Twenty functional investments to control and prevent Point Source Water Pollution by 2026.
2. Six water supply, sewerage treatment plants and solid waste management infrastructure installed
3. Hydrographic survey and mapping of navigational routes in Lake Victoria conducted by 2026.
4. Install additional sixty aids to navigation equipment in Lake Victoria by 2026.
5. Meteorological Services for Lake Victoria strengthened to enhance Safety of Navigation by 2026.
6. At least three (3) ports on Lake Victoria developed to improve trade and integration by 2026.
7. At least 5,000 people in the intervention sites have access to Public Health service with emphasis on prevention & control of communicable diseases among vulnerable populations by 2026.
8. At least 100 Community Based Organisations are supported in Community Development initiatives geared towards improving livelihoods of communities in Lake Victoria Basin by 2026.
9. Develop the Investment Plan to create an enabling environment for sustainable investment and employment creation in the Basin by 2023.

10. Strengthen research and capacity development for increased participation of 80% in the regional economy by 2026.
11. Develop Green growth instruments for Industries to promote Green economy and an enabling environment for resource efficient and cleaner production.
12. Develop and implement sustainable management of trans-boundary natural resources plans by 2026.
13. Promote conservation of trans-boundary ecosystems, including watersheds, wetlands, and biodiversity by 2026.
14. To establish and operationalize the forum of researchers and technical experts on climate change adaptation and hold regional workshop to promote knowledge sharing through the Global Adaptation Network (GAN), Africa Adaptation Knowledge Network (AAKNet) and Africa Adaptation Initiative.
15. Policy- and decision-makers; and local communities in each pilot country project intervention sites receive tailored climate information packages every quarter.
16. 200 hectares at project intervention sites in each of the five Partner States and at least 500 hectares of woodland rehabilitated using an environmental based adaptation approach and transfer these climate change adaptation technologies to communities to reduce their vulnerability to climate change by 2024.
17. Strengthen the institutional capacity of LVBC by 2026.
18. Strengthen the fiduciary systems of LVBC to maintain zero qualified audits by 2026.
19. Establish and operationalize LVBC knowledge management and communication strategy by 2026.

4.11.2 Lake Victoria Fisheries Organisation (LVFO)

Key Priority Area: Re-engineering production and logistics arrangements in line with digitalised frameworks.

Expected High Level Outcome: Ecologically sustainable and economically efficient fisheries and aquaculture production in the East African Community.

Sector Priority Area 1: Promote sustainable management and development of fisheries and aquaculture in the East African Community for food security and wealth creation.

Targets

1. A framework for fisheries enforcement developed and implemented.
2. Reverse the declining fish catches by 2025.
3. Harmonized fisheries policies, plans, legislations, standards, and guidelines established.
4. Fisheries business management plan developed.
5. Aquaculture potential areas in the EAC documented.

Sector Priority Area 2: Application of cutting age science in fisheries research, management, and development.

Targets

The following key targets will be pursued under this priority area:

1. Timely, demand-driven, and innovative research and extension services promoted, coordinated, and undertaken by 2025.
2. Evidence based systems and processes to guide research planning & development established.
3. Produce Quarterly Policy Briefs and communication materials.
4. Develop an information and data sharing policy.
5. Widen the scope of key stakeholders to include relevant academic and higher learning institutions in the Partner States.

Sector Priority Area 3: Strengthening LVFO institutional and administrative frameworks.

Targets

1. Implement the regional fisheries co-management guidelines.
2. Existing governance structures restructured to best practice level.
3. Transform LVFO into East African Fisheries Organization (EAFO).
4. Regional coherent regulatory framework affecting aquatic animal health conditions and ecosystem biodiversity adopted.

Sector Priority Area 4: Improvement of the socio-economic benefits from fisheries through value addition and product development.

Targets

Increase value addition of key commercial fish species by 15%.

4.11.3 Inter-University Council of East Africa (IUCEA)

Expected High Level Outcome: Improved operational capacity of Inter-University Council and human resource capacity in all disciplines of higher education in the Region.

Sector Priority Area: Strengthen the development of human resource capacity in all disciplines of higher education in East Africa.

Targets

The following key targets will be pursued under this priority area:

1. The EAC Common Higher Education area fully implemented at Partner State level.
2. University leadership training programmes established.
3. At least 200 beneficiaries trained on the newly established University leadership training programmes.
4. Regional information hub for integrated higher education established.
5. Advocacy roadmap designed and implemented.
6. At least 70 higher learning institutions expand their digital learning infrastructure.
7. Regional research and innovation agenda for Higher Learning Institutions (HLIs) developed and implemented.
8. Assessment conducted on the Institutional Capacity and Governance of Inter-University Council for East Africa
9. Institutional capacity strengthening plan developed and implemented

4.11.4 Civil Aviation Safety and Security Oversight Agency (CASSOA)

Expected High Level Outcome: Improved safety and security of Civil Aviation services.

Sector Priority Area: Strengthen corporate governance and operational efficiency in civil aviation.

Targets

1. Effectiveness of the Board of Directors in the governance of the Agency increased.
2. Automate Medical, AvSec, Aerodrome and ANSP Certification.
3. Keep abreast with emerging trends in aviation to remain relevant and attractive to the industry.
4. Civil aviation regulations updated annually.
5. Questions in the EAC Examination Databank increased by 10,000 every year.
6. At least 20 qualified and competent inspectors in Partner States trained through capacity building and skill share arrangements.

4.11.5 East African Science & Technology Commission (EASTECO)

Strategic Objective: To promote and coordinate the development, management and application of science and technology for regional integration and socio-economic development.

Expected High Level Outcome: Increase in adoption of scientific and technological innovations.

Sector Priority Area 1: Promote and coordinate the development, management and application of Science and Technology in EAC Partner States.

Targets

1. Develop at least five (5) evidence based regional Science Technology & Innovation policies and strategies.
2. STI Management Database established; Regional monitoring and evaluation framework developed.
3. Leveraging of Scientific research and experimental development, with focus on R&D in regional strategic areas, infrastructure, facilities and Centres of Excellence.
4. Enhancement of STEM Education.
5. Commercialization of Innovation and Technology supported through improved Partner States' national systems of Innovation.
6. Increased value addition in Agriculture.
7. Promotion of technological solutions in energy and environment.
8. Enhancement of biotechnology initiatives (support for the generation of innovative biotechnology solutions to resolve the Region's challenges).
9. Support for export-oriented industrial development and trade (generation of innovative solutions to support industrial development and trade).
10. Information and Communication Technology (Capacity in ICT enhanced for efficient productive and social sectors in the region).
11. Stakeholder engagement and partnerships enhanced in the STI community.
12. EASTECO's capacity in STI project development, knowledge management and communication enhanced by 2021.

Sector Priority Area 2: Supporting Institutional transformation for improvement of performance management and operation efficiency of EASTECO.

Targets

1. Appropriate staff recruited to deliver on EASTECO's Mandate by 2020.
2. Effective and efficient governance systems in place to oversight achievement of EASTECO objectives.
3. Fiduciary and administrative systems developed and operationalized.

4.11.6 East African Health Research Commission (EAHRC)

Expected High Level Outcome: Increased generation, availability, access and use of health research products.

Priority Area: Strengthen health research and capacity strengthening programmes, networks, partnerships, and Centres of Excellence. It is critical to the creation of a conducive environment for research development, and harmonised regional regulatory and ethics review frameworks.

Sector Priority Area 1: Promote, facilitate and coordinate the conduct and application of health research for the improvement of health and for the wellbeing of the people of East Africa.

Targets

1. Training Programme to address the gaps rolled through the baseline assessment on regional research capacity.
2. Health Research priorities in the Community determined and revised.
3. Establish an integrated regional cholera surveillance system in EAC Partner States.
4. Capacity of four (4) national and institutional review boards in ethics per Partner State strengthened.
5. Harmonization of Ethics Review frameworks at regional level.
6. Establishment of a Regional Research Ethics Review Board.
7. East African Web Portal for Health Information functional as a one stop centre for health information in the region.
8. Publish at least three (3) issues of East African Health Research Journal and two (2) issues of East Africa Science.
9. East African Health Cloud (EAHC) data sharing policy among partner states in place.
10. Develop and operationalise the East African Health Cloud (EAHC), an interoperable health information system that will enable real-time capture, storage, analysis, and retrieval of health data across the region.
11. The Regional East Africa Disease Surveillance, Control, and Response (READSCoR), a digital mechanism for regional surveillance of disease outbreaks for early preparedness, including prediction, detection, and response operationalised.
12. Workforce Development, a work stream focused building the capacity of health workers in the region to facilitate the sharing of human resource and evidence-based best health practices across countries.

4.11.7 East African Kiswahili Commission (EAKC)

Expected High Level Outcome: Increased recognition and adoption of Kiswahili as a regional language.

Sector Priority Area: Coordination and promotion of the development and use of Kiswahili for regional and international interaction for political, economic, social, educational, scientific, and technological development.

Targets

The following key target will be pursued under this priority area:

1. Kiswahili adopted as a national language by all Partner States and National Kiswahili Policies developed.
2. At least six (6) Regional programs developed and implemented to build capacity of Kiswahili teaching institutions in Partner States.
3. At least 20% of the current EAKC budget is mobilised for joint funding of roll out and implementation Kiswahili Training programmes and manuals in Partner States.
4. Double the number of Kiswahili research and publications.
5. Kiswahili self-learning materials developed and shared on different social media platforms.
6. At least 80% of key documents that support integration agenda identified and translated.
7. Assessment undertaken to identify gaps in EAKC structures and systems of governance and management and gaps filled.
8. EAKC structure fully operationalised.

4.11.8 East African Competition Authority (EACA)

Expected High Level Outcome: Fair competition within the EAC markets.

Sector Priority Area: Strengthening of EACA's functional independence.

Targets

The following key target will be pursued under this priority area:

1. Amendments to the EAC Competition Act, 2006 and Competition finalized and approved.
2. Merger regulations and guidelines, procedures and manuals developed.
3. Prioritization framework developed.
4. All merger and acquisitions notifications analysed.
5. Anti-competitive practices investigated, and complaints addressed.
6. Restraints developed to enterprises' anticompetitive regulations, guidelines, and forms.
7. Enhanced stakeholder (Specify the number and possibly names of outreach and advocacy on regulation of cross-border infractions and other competition enforcement matters in the region by 2026. Approximately four stakeholder events will be held in a year. The Stakeholders include the business community, governments, consumers, and media.
8. Subsidy guidelines and register, and related case handling procedures developed.
9. Negotiations concluded and protocols and strategies developed for implementation.
10. Competition toolkits developed.
11. Cooperation frameworks developed.
12. CLP developed.
13. Screening methodology developed.



5



Implementation Framework

5.1 Introduction

A participatory approach underpins the Strategy Implementation Framework. However, in most cases, these engagements are limited to apex national organisations, most of which represent multiple sector stakeholders. In order, to improve uptake of regional programmes, there is need to expand and deepen stakeholder engagement, particularly at the national level, with sector specific associations designing mechanisms of domesticating regional obligations. Country specific frameworks should build on platforms bringing together sector associations along value chain linkages to enhance synergies, and information flow. Such networks are critical in national programming and implementation. These also encourage ownerships of regional commitments. The same frameworks should also be leveraged for continental and global commitments and the institutional mechanisms be employed for monitoring purposes.

5.2 Financing Framework

Resource mobilisation to finance the EAC Development Strategies implementation are largely dependent on Partner States contributions; receipts from regional and international partners; grants, donations, funds for projects and programmes; technical assistance; income earned from Community activities; and other sources, as may be determined by the Council. These funding sources, however, have been constrained by the intermittent and ad hoc nature of inflows, particularly in respect to development partner contributions, which are mostly influenced by, among other factors, the global financial crisis affecting their economies. Further, Partner States contributions are normally in arrears due to financial constraints.

There is need to explore additional funding options. The EAC Resource Mobilisation Strategy clearly defines policies, procedures and mechanisms for fund raising. More specifically, the establishment of an EAC Development Fund with provisions on implementing a regional integration levy on external imports. Some of the Institutions can raise resources from partnering with corresponding national institutions and share the fees on the services they provide. These may include institutions managing investment and competitiveness, stock markets, civil aviation, among others. Other sources of funding include mobilisation of private sector to establish an EAC Private Sector Fund.

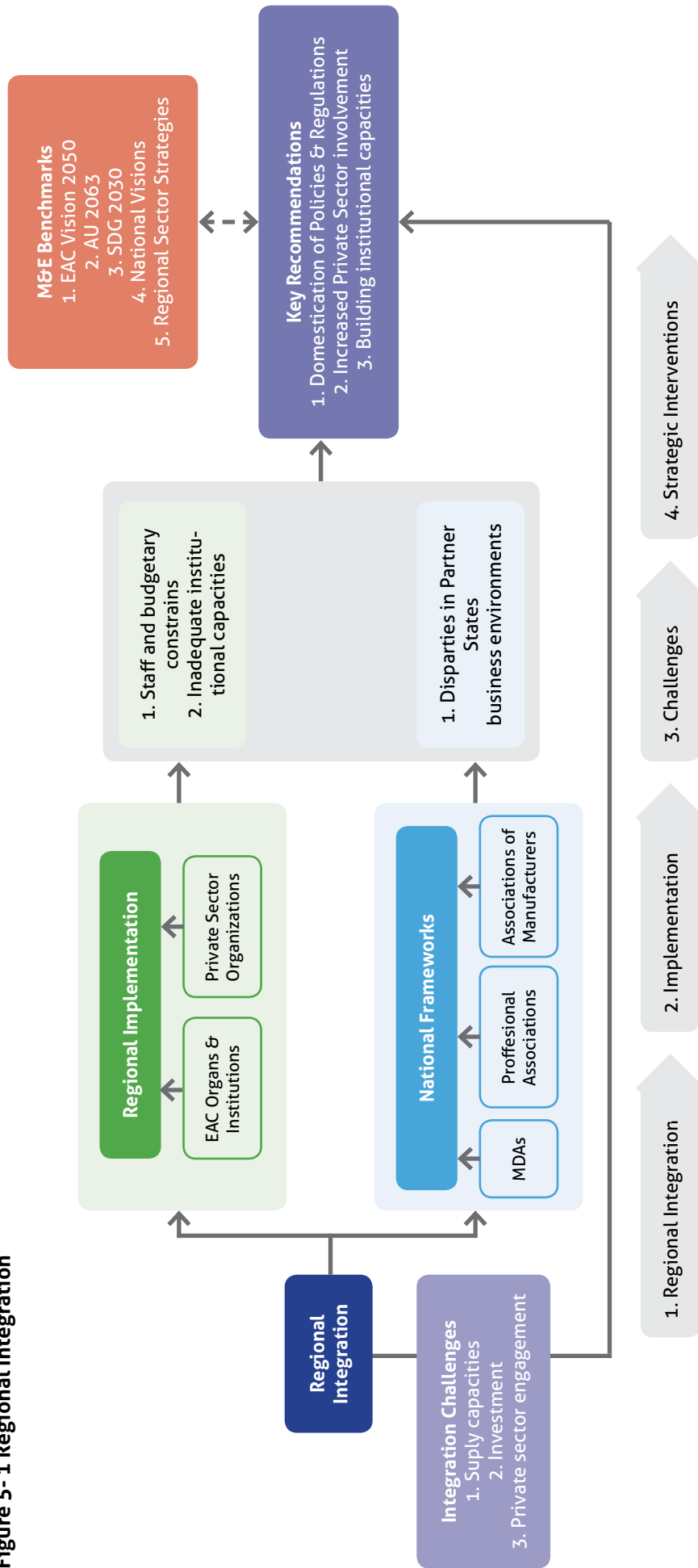
5.3 Implementation of the 6th EAC Development Strategy

A number of pre-requisites to be in place in order to ensure successful implementation of the Strategy include: political will, commitment and support at all levels; demonstrable ownership of the Strategy by all categories of stakeholders; effective use and management of credible data/information for evidence-based decision making; and enhanced private sector participation. There is also need for mind-set change, including civic competence and responsibility. It is also imperative that all stakeholders demonstrable preparedness for implementation and effective monitoring and evaluation to support implementation; clarity and internal harmony of roles and responsibilities of actors/stakeholders; effective partnerships and collaboration with non-state actors; human resource capacity and conducive working environments at all levels; as well as effective and efficient resource mobilisation and utilisation.

5.4 Implementation Arrangements and Mechanisms

The Community domesticates its obligations in the Partner States through several instruments. Policies and guidelines often give Partner States a lot of flexibility in the domestication process. Often this has resulted in divergent adoption of regional commitments. Gazettements and laws passed by the regional Parliament and ratified by the national Parliament often have a better chance of implementation. Where feasible, specialised institutions anchored on legal frameworks should be in charge of implementation.

Figure 5- 1 Regional Integration



5.5 Institutional Frameworks

In addition to the existing institutional arrangements and implementation instruments at the regional and Partner State levels, there will be need to strengthen and maximise institutional synergies amongst stakeholders to achieve efficiency in resource use. In this regard, more effort should target well-co-ordinated and strategic partnerships, as well as collaboration within the EAC system and Partner State governments and other stakeholders (private sector, development partners, the civil society, non-state actors) since the implementation of this Strategy is a shared responsibility of all stakeholders. Programmes implemented through regional organs and institutions have a better uptake at national level, when the enabling legal framework is available. Further, for programmes anchored on international standards and for which there are beneficiary players, enforcement is much easier.

5.6 System-wide Aspects and Issues

To maximise benefits from regional integration, it will be incumbent on the Community to ensure that key programmes of interest to regional integration are implemented concurrently across all the Partner States. There will be opportunity to integrate the continental, other REC, and global commitments in the regional frameworks. In this way, any challenges and obstacles are remedied timely across all different commitments in all the Partner States. More importantly, wider stakeholder engagement should be institutionalized such that different players pick up components aligned to their functions. Finally, actual programme implementation takes place at the national level. Priority in the 6th Development Strategy should focus on building national capacities. This will ensure that regional commitments are picked up at the planning stages. At all levels, political ownership should be cultivated.

In this regard, there will be need to strengthen and re-align national and regional M&E frameworks to respond to the aspects of national, regional, and concurrent implementation of the national visions, regional and global commitments. Consequently, the EAC Results-based Monitoring and Evaluation (RBME) Manual may need updating to consider the new targets reflected in SDG 2030, AU 2063 and EAC Vision 2050. The statistical capacities to harmonise systems and processes shall be prioritized.



Monitoring & Evaluation Framework

6.1 Introduction

The quantitative targets in AU 2063, SDG 2030 and Vision 2050 form the basis for the 6th EAC Development Strategy. These constitute the targets set in Chapter 5. The qualitative interventions will be assessed as inputs to the process of implementation.

6.2 Review of the Existing M&E Framework

While there is mention of the RBM&E frameworks in monitoring the 5th Development Strategy, specific impact measures were not specified within the strategic outcomes against the various objectives. Instead, the Strategic interventions focused on outputs, most of which had no quantitative indicator measure. To remedy this gap, the situation analysis has to a large extent drawn on the regional, continental, and global indicators in evaluating specific performance to date.

6.3 The M&E Framework for the 6th EAC Development Strategy

In addition to tracking the regional, continental, and global indicators, the M&E framework for the 6th Development Strategy will also track implementation of strategic interventions. Special focus shall be dedicated to monitoring the effectiveness of the partnerships with private sector and civil society in the actualization of the regional programmes and commitments. There will be need to monitor the level of Partner State capacity development initiatives and the level of success in the regional integration programmes. An implementation plan shall be presented separately from the Strategy.

6.4 Strategies for Information Sharing and Use

Information sharing and use are vital as part of assessing the progress and status of strategy implementation. To this end, the existing mechanisms for information sharing with diverse stakeholders will be leveraged. Thus, Partner States remain the focal points of information gathering. There will be need to design additional Web-based Management Information System (MIS) for the results-based monitoring and evaluation system through the MEACAs in the Partner States. This will go a long way in improving information flow and sharing. Strengthening the institutional framework for usage of the M&E information is crucial. There will be need to simplify and capacity build the media to empower them to disseminate regional integration information to different stakeholders.

Total amount, how it will be funded, clarity that the cost excludes what will be borne by Partner States for projects and programmes to be implemented at Partner States level; will be shown in a funding strategy to reflect the hopefully soon to be concluded, study on sustainable financing mechanism for the East African Community.

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