



EAST AFRICAN CIVIL SOCIETY ORGANISATIONS' FORUM
Strengthening Civil Society in the Integration Processes

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East African Civil Society Strategic Plan

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List of Acronyms

ACDEG	African Charter on Elections, Democracy and Governance
AfCFTA	Africa Common Free Trade Area
AU	African Union
CDF	Consultative Dialogue Framework
CEO	Chief Executive Officer
CSOs	Civil Society Organizations
DRC	Democratic Republic of Congo
EABC	East Africa Business Council
EAC	East African Community
EACJ	East African Court of Justice
EACSO	East African Civil Society Organizations Forum
EALA	East African Legislative Assembly
EALS	East African Law Society
GDP	Gross Domestic Product
ICT	Information, Communication and Technology
PESTLE	Political, Economic, Social, Technological, Legal and Environment
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threat
USAID	United States Agency for International Development

Foreword

EACSOF is profoundly appreciative of the contributions of its partners over the years. Notably, there is a significant growth in civil society organizing across Partner States, EACSOF has also put a spotlight on some of the most challenging issues in East Africa and risked to ‘speak truth to power’ and influence policy in many significant ways. This has been done in partnership with many partners. EACSOF is therefore grateful to many of you who worked closely with us over the years to ensure that we achieve our strategic objectives.

This strategic plan is ambitious and forwarding looking. It is anchored in an appreciation of East African political, economic, social, technological, legal and environmental contexts. It comes at a time when citizens’ are becoming more aware that the solutions to their problems lie with them. This is evident in the various citizen actions across the region that represent a sense of deep resilience and commitment to a better East Africa that is people-centred.

As the Governing Council, we are very grateful for the work that our secretariat has done to put this strategy together. We are also grateful to the various development partners that have walked with us the journey of ensuring that we re-articulate our strategy for the next 5 years. We commit to ensuring that this strategy is well implemented and meets the objectives of both our partners and members.

President, EACSOF Governing Council

Executive Summary

This is a strategic plan for the East African CSO Forum (EACSOFF) covering the year 2023 – 2027. EACSOFF is a platform organization that brings together civil society organizations in the East Africa region. The organization is registered in Tanzania as a regional non-governmental organization. It has EACSOFF Country Chapters in Burundi, Kenya, Rwanda, Tanzania, South Sudan and Uganda. The essence of the work of EACSOFF is to foster greater and more effective civil society engagement in the East African Community (EAC) integration process.

This strategic plan follows an earlier plan that covered the period 2016-2020. This strategic plan has been developed in a consultative manner with consultations held in each of the Member States of East Africa (apart from the Democratic Republic of Congo). This plan builds on the earlier successes that EACSOFF has been able to enjoy, draws lessons from the implementation of the previous plans, and is shaped by the insights and inputs of various stakeholders across the region who graciously made time to contribute to the shaping of this strategic plan.

The methodology to develop this strategic plan included, conducting a new and updated situation analysis, revising the theory of change of EACSOFF, conducting a PESTLE, SWOT and Needs Assessment for EACSOFF, developing a results framework, identifying resource needs and consolidating all elements of the strategic plan into one coherent document.

EACSOFF was formed by civil society organizations to engage with the East African Community (EAC). The formation of the EAC in 1999 by the United Republic of Tanzania, the Republic of Kenya, and the Republic of Uganda was the achievement of the trio's cooperation since the collapse of the original EAC in 1977. The EAC has since grown from three countries to seven countries by 2022. The latest entrant is the Democratic Republic of Congo. This exponential growth in Partner States of the EAC in the last two decades is an important contextual issue with implications for the citizens of East Africa and their organizations. The EAC now boasts of a population of 283.7 million as of 2021 and a GDP (at current market prices) of US\$ 305.3 billion (2021).¹ This population is both a positive development, in as far as it supports a larger economic market but also a challenge in terms of the productivity and production capacity of East Africans.

A review of EACSOFF work indicates that it has built strength which include its ability to work closely with governments and regional organizations, its ability to amplify citizen voices more effectively through our collective work with partners across the region and ability to assert EACSOFF's independence and promotion of good governance. However, EACSOFF is still faced with several challenges that include, translating policy in practice, being too thin on ground as a platform organization in the region, not innovating enough around fundraising and contending with shrinking civic space in the region in the context of significant tectonic shifts in terms of the relationship between the state and civil society.

Drawn from the SWOT analysis, partners have confirmed that over the areas EACSOFF has developed four strong and unique assets which make it well-suited to carrying out the ambitious set of initiatives outlined in this strategy. These include, being a mature organization and a recognizable brand, having a network of partners who bring superior analytical skills, having strong convening power and having an extensive vertical and horizontal network.

The Theory of Change Logic for this strategic plan has been updated and assumes that; if citizens in all member states were sensitized about their rights and responsibilities in the regional integration process, they will become civically confident and competent to effectively organize in their organizations and to form national chapters that effectively engage in the East African integration

¹ See <https://www.eac.int/eac-quick-facts>

process. The national platforms and CSOs would in particular be able to articulate their interests in the East African integration processes and engage their leaders at various levels. Citizens would then demand that their leaders perform against the standards that support citizen interests. If leaders, in turn, note that the people they lead are organized and are aware of the role of leadership in supporting their livelihoods, as well as helping them achieve their social, political and economic aspirations, and interests within the broader EAC, they will be committed to and will believe and promote democracy and democratic principles of societal management. If EACSOF continues advocating and influencing the EAC policy environment in which they are situated by building capacities of CSOs and providing effective platforms for CSOs to influence policy vis a vis EACSOF thematic areas, if progressively the policy landscape in the region is responsive to the interests of the citizens, and policymakers become aware and sensitive to this reality and if EACSOF's institutional capacity is further strengthened and it becomes more efficient and effective in coordinating the efforts of its member national chapters; this will result into an integrated EAC fully owned by its citizens.

To achieve this theory of change, this strategic plan is anchored on five outcomes areas and program components. These are:

1. CSOs in the East Africa region effectively coordinated to support the integration process
2. People of the East Africa region are informed, engaged and capable of participating in regional integration processes
3. Effective policy engagement by EACSOF and its partners in regional integration issues
4. Knowledge, Communication and Results Management Enhanced
5. EACSOF operates as an efficient institution promoting regional integration

An indicative budget of United States Dollars, Six Million and Sixty Thousand has been developed to fund the core elements of this strategic plan. Additional partner contributions are envisaged that may include standalone projects and partnerships that are not captured in the core budget. A results framework that sets out the key outcome indicators is included in this strategy and a risk matrix of areas of concern that the strategy should focus on.

This strategy is therefore an ambitious aspiration and commitment of civil society in all the countries consulted to continue to support the growth of the East Africa region, acutely aware of the challenges that are there in the operating environment.

Chapter 1

Introduction to the 2023-2027 EACSOF Strategy

1.1 Introduction

This is a strategic plan for the East African CSO Forum (EACSOF) covering the year 2023 – 2027. This strategic plan follows an earlier plan that covered the period 2016-2020. Due to the global pandemic disruptions and resource constraints, EACSOF took some time to develop this plan. This strategic plan has been developed in a consultative manner with consultations held in each of the Member States of East Africa (apart from the Democratic Republic of Congo). This plan builds on the earlier successes that EACSOF has been able to enjoy, draws lessons from the implementation of the previous plans, and is shaped by the insights and inputs of various stakeholders across the region who graciously made time to contribute to the shaping of this strategic plan.

The plan consists of nine chapters that include; Chapter 1: Introduction to EACSOF and Context Analysis, Chapter 2: Lessons from the previous strategies, Chapter 3: Strategic positioning of EACSOF, Chapter 4: Vision, mission, and values of EACSOF, Chapter 4: Theory of Change of EACSOF, Chapter 6: Programs, Chapter 6: Governance, Annexes: Indicative Budget, Organogram, References, PESTLE, SWOT and Needs Assessment.

1.2 Methodology of Developing the Strategy

The methodology used for developing this strategy plan included the following steps?

Step 1: Conduct a new and updated situation analysis

In order to revise and develop a new strategy, an updated situational analysis to reestablish the fundamental social, political and economic issues that are critical to the work of EACSOF. With the rapid changes that have happened in the last three years across the world, East African civil society, people's movements globally and nationally have had to make significant changes in how they engage with questions of organizing, engaging in policy processes and working to ensure that there is stronger collaboration of communities across East Africa. The new situational analysis is based on an extensive literature review and interview with thought leaders and policy makers across the region as well as the administering the PESTLE tool in the Partner State consultation meetings.

Step 2: Revise the Theory of Change of EACSOF

A good strategic plan must have a simple and clear overall theory of change. The theory of change outlines the proposed ways in which EACSOF would like to achieve the strategic goal and objectives set out in the strategic plan. Through the analysis of the data generated in the Partner State consultations as well as the literature review, a revised theory of change has been proposed. In many ways the new theory of change does not differ from the previous one but a new emphasis is given to the pathways that will be used to reach the desired outcomes.

Step 3: Conduct a PESTLE, SWOT and Needs Assessment for EACSOF

The PESTLE, SWOT and Needs Assessment process was undertaken during the months of September and October 2022. These were administered during the strategic plan consultation meetings that were held in all the six Partner States of the EAC. In each consultation meeting of between 20 and 30 participants that included CSOs in the country and MEACA representative, the consultant spent a full day working with the participants using the three tools. Matrixes summarizing the issues raised in each country are attached as annexes on this strategic plan.

Step 4: Develop a Results Framework

Following the discussions to develop a new theory of change, the strategic planning exercise has invested in the development of a clear results framework to track the results suggested at the level of the theory of change. It is important to note that a strong results framework is a very important part in the implementation of the strategic plan. To ensure that there is a clear linkage between the theory of change and results framework will significantly help to ensure that the strategic plan implementation is easier. A logical results framework will be annexed to this strategy.

Step 4: Identify the Resource Needs

A major aspect of the strategic planning process has been the identification of the resource needs for the plan. The strategic plan recognizes the reality that funding opportunities have shifted significantly in the recent past. With Covid 19 disruptions globally, traditional findings have shifted and yet the spirit of generosity and Ubuntu have also significantly expanded across Africa and the world. The new realities require new innovations in building financing models for the organization like EACSOF. An annex of the indicative budget is attached.

Step 6: Consolidating all elements of the strategic plan

The last step has included bringing together the situational analysis, theory of change and other elements of the strategic plan including specific objectives and key milestones in one document. The document has then been written one coherent, concise and easy-to-read and use strategy to contribute to the next 5 years of EACSOF's life.

Step 7: Validation of the strategy

A validation meeting will be convened to discuss the draft strategy and then a final strategy will be issued.

1.3 About EACSOF

The East African Civil Society Organizations Forum (EACSOF) is the platform organization that brings together civil society organizations in the East Africa region. The organization is registered in Tanzania as a regional non-governmental organization. It has EACSOF Country Chapters in Burundi, Kenya, Rwanda, Tanzania, South Sudan and, Uganda. The essence of the work of EACSOF is to foster greater and more effective civil society engagement in the East African Community (EAC) integration process. EACSOF plays this role using several approaches that include information sharing, networking, and institutional capacity building of CSOs as well as citizen engagement on issues relating to the EAC integration process.

EACSOF's role is also anchored in the provisions of the EAC Treaty. Article 1 of the Treaty defines civil society, and the definition is consistent with the character and ethos of EACSOF, Article 7 elaborates the operational principles of the Treaty by clearly highlighting that the principles that shall govern the practical achievement of the objectives of the Community include – people- and market-driven co-operation. Article 128 enjoins the Partner States to provide an enabling environment for the private sector and civil society to take full advantage of the Community. Furthermore, consistent with Article 124 (4), which highlights that the Secretary General shall provide a forum for consultations between the private sector, civil society organisations, other interest groups and appropriate institutions of the Community, EACSOF is currently the official CSO representative in the EAC Dialogue Framework which is a tripartite arrangement comprising CSOs, PSOs and the EAC.

The work of EACSOF is therefore anchored in the provisions of the Treaty and the forum's overall goal to have an EAC integration process that is inclusive of the voices of East African citizens and is responsive to the needs and demands of the people of East Africa. As an inclusive platform for CSOs, EACSOF promotes dialogue and fosters sustainable development in East Africa through the

participation of the citizens of East Africa and their organizations. A strategic mission of EACSOF is to ultimately build a critical mass of citizens across East Africa that actively participate in the EAC integration processes. Citizens are central in the process of integration and through dialogue mechanisms, awareness raising, research, and advocacy, EACSOF influences policies and practices in a manner that allows citizen's views to be heard and taken into consideration in the integration process.

Chapter 2

Situational Analysis of East Africa

2.1 Introduction

The formation of the East African Community (EAC) in 1999 by the United Republic of Tanzania, the Republic of Kenya, and the Republic of Uganda was the achievement of the trio's cooperation since the collapse of the original EAC in 1977. The EAC has since grown from three countries to seven countries by 2022. The latest entrant is the Democratic Republic of Congo. This exponential growth in Partner States of the EAC in the last two decades is an important contextual issue with implications for the citizens of East Africa and their organizations. The EAC now boasts of a population of 283.7 million as of 2021 and a GDP (at current market prices) of US\$ 305.3 billion (2021).² This population is both a positive development, in as far as it supports a larger economic market but also a challenge in terms of the productivity and production capacity of East Africans.

2.2 Evolution of Regional Integration

Regional integration in East Africa is still evolving with a number of developments that have taken place but with a lot more to do. As with all typical regional integration models, East Africa is following the path of the four main strands: establishing a free trade area and customs union; cooperation in the provision of public goods and services; a common market, and the eventual goal of a monetary and political union.³ For EACSO and citizen organizations across the East African region, what this growth and expansion spell out is the need to continue engaging with the people of East Africa to take advantage of the benefits of integration and ensure that integration continues to deliver benefits for all.

2.3 Politics and Governance

On a political side, East Africa is a very politically dynamic region. One of the Partner States – South Sudan - is the newest independent post-colonial state in the world. East Africa has also experienced several challenging moments. It has been an epicenter of attacks emanating from global terrorism, genocide, civil wars and displacement of people. This volatility continues to be a major stumbling block for citizens to enjoy the benefits of integration. Further, the region's geostrategic location now links a diversity of people – from the Atlantic Ocean (with the entry of DRC) to the Indian Ocean. East Africa continues to be an important sub-region in Africa. It is the continent's gateway to Asia, with deep historical ties to India, China, and the Middle East that reproduce themselves today in trade and investment deals.⁴ Several of the region's states are now oil producers that have to contend with the future economic independence and attendant political and social issues that beset oil producers.

Elections in East Africa do mirror the political culture and system of the country. Consultations for this strategic plan, across the partner countries, indicate that elections in East Africa are characterized by intense campaigns, that reflect and precipitate economic, political, and social disputes as well as fissures in national sentiments. While elections are supposed to be about significant political change in leadership in all countries, power puts on a performance in most countries. Consultations noted that elections in East Africa rarely deliver full and complete radical changes they promise of consolidating democracy and bringing about social harmony in the Partner States. There are still enduring challenges that require citizen engagement that is anchored in citizen aspirations of peaceful

² See <https://www.eac.int/eac-quick-facts>

³ David Booth, Diana Cammack, Thomas Kibua, Josaphat Kweka and Nichodemus Rudaheeranwa (2007) **East African integration: How can it contribute to East African development?**, ODI Briefing, London

⁴ Inter-agency Regional Analyst Network (2017), East Africa and the Horn in 2022: An Outlook for Strategic Positioning in the Region, East and Southern Africa

and people-driven East Africa. EACSOF therefore will play a critical role in promoting the idea of improved democratic consolidation and “free and fair” quality of elections across East Africa.

EACSOF also noted that it is now 16 years since the adoption of the African Charter on Democracy Elections and Governance (ACDEG) on 30 January 2007. This instrument is the normative instrument for a African Union’s set standards for better governance across the continent. East African countries have endorsed the ACDEG but its domestication is still an area of concern. However, its focus on democracy, human rights and governance is important in the promotion of good governance across the East African region. Its objectives to enhance the quality of elections in Africa, promote human rights, strengthen the rule of law, improve political, economic and social governance, and address the recurrent issues relating to unconstitutional changes of government in the continent are all consistent with the aspiration of EACSOF’s advocacy work on good governance in Africa. The ACDEG has been the impetus for various policy and institutional initiatives at the level of the African Union (AU) and the Regional Economic Communities (RECs), and has become the yardstick upon which Member States’ democratic governance progress is measured. One notable outcome from the Charter is the development of the African Governance Architecture (AGA), which is the overall political and institutional framework for promoting and strengthening democracy, good governance and human rights in Africa. AGA provides the platform through which different Organs and Institutions of the African Union support the implementation of the provisions of the Charter at the Member State level. While the ACDEG has led to changes in some Member States’ approach to democracy and governance, in other Member States it has had limited impact. The level of acceptance and implementation of the ACDEG remains highly uneven, which constitutes one of the key challenges in making the Charter’s objectives a reality across Africa. At EACSOF we shall continue to pursue the deepening of ACDEG across East Africa.

2.4 Economy in East Africa

On the economic side, East Africa faces a number of challenges. Trade and investment barriers in the region hinder economic integration. The Protocol to establish the EAC Customs Union was signed in 2004 and the Customs Union was launched in 2005. In 2010 the Customs Union was fully operations. The principle objective of the Customs Union is to deepen the integration process through liberalization and promotion of intra-regional trade; promotion of efficiency in production, in response to intra-region competition among businesses; enhancement of domestic, cross border and foreign investment and promotion of industrial diversification with a view to enhancing economic development. EAC reports steady progress in the implementation of a common external tariff; Rules of Origin and standards and gradual elimination of internal tariffs. While this process is commendable, there are still several challenges in the use of Common External Tariffs. One study indicates that there is increased usage of country-level deviations through the ‘Stays of Applications’ that are rendering the Common External Tariff less and less “common”. Nevertheless, the Customs Union has been reported to have led to an improvement of intra-EAC trade performance.⁵

2.5 Socio-cultural Dimensions in East Africa

On the social dimensions, rapid population growth and a growing youth population complicate effort to reduce high levels of absolute poverty in East Africa. Although East Africa is commended for a high gender parity score across the African continent, there is still slow progress towards equality in leadership and economic resources and opportunities remains slow.⁶ People with disabilities are underutilized and more at risk to shocks. East Africa is a youthful region and young people are projected form 47 percent of the population by 2040. This youth tsunami is two sides of a coin; if positively harnessed, youth will be a significant asset to drive socioeconomic transformation.

⁵ East African Community (2015) **EAC Vision 2050**, EAC Secretariat, Arusha

⁶ USAID (2020) **Regional patterns for East Africa**, , USAID Geocenter, Washington

Consultations revealed that in many parts of East Africa, young people are still facing challenges like early marriage for girls and political misuse for boys. In some instances, youth are used to propagate hostile ideologies that undermine transparency, accountability and good governance and foment conflict and violent extremism.⁷ However, there are several interventions by CSOs and other palys that are supporting young people. In many parts of East Africa, youth are eager to positively engage and contribute solutions to the region’s problems. It is therefore imperative that EACSOF intentionally works with young people in the promotion of integration that supports and builds the competencies of the young population of East Africa.

Within East Africa, women, men, girls and boys experience differential access to control over resources and benefits and face unique vulnerabilities including inequalities of income and of opportunity. Gender inequities, poverty and structural barriers often shape power and decision-making patterns on how resources are used, and benefits distributed across the region. In the regional consultations, participants noted that institutional barriers to participating in the economy, natural resource management and governance, discriminatory legal systems of resource ownership and sociocultural norms and practices, including high levels of sexual and gender-based violence that women and girls face, undermine overall economic, social and environmental wellbeing and impact. EACSOF will therefore have to work intentionally to eliminate these barriers, as gender barriers to access to opportunities limit the possibilities of achieving the success envisaged in the integration process.

2.6 The State of Technology

In terms of technology, the state of ICT development in East Africa differs significantly, with Kenya leading across most indicators. With respect to ICT development, the ITU ranked Kenya higher on the ICT Development Index at 138/176, while other countries in East Africa like Uganda and Tanzania ranked lower, at 152 and 165 respectively.⁸ As of January 2022, Kenya had the highest Internet penetration rates with 23.35 million people accessing the internet representing 42.0% of the population, followed by Uganda at 13.92 million (29.1%), and Tanzania at 15.6 million (25.0%), Burundi 5.2%, Rwanda 4.2% and South Sudan 10%. As of January 2022, mobile connections and penetration rates were highest in Kenya, at 63.48 million (114.2%), followed by Tanzania at 53.81 million (86.2%), and Uganda at 27.67 million (57.9%), 9.7 million in Rwanda and 3.2 Million in South Sudan and 6.6 million in Burundi.⁹ While there is improvement in internet access across the region, connectivity is still a challenge. People in rural areas still lack access to the internet because of high costs, poor connectivity, limited infrastructure, and the lack of relevant and localized content to drive demand for connectivity. Some of these challenges were heightened during the COVID-19 pandemic as the rapid transition to digital services for e-learning, e-commerce and e-government widened the digital divide.¹⁰ In all countries less than 50% of students were able to access education lessons through radio, TV or the Internet.

As EACSOF, the need to support the development of a robust digital infrastructure across the region is paramount. Some of the emerging challenges highlighted during the consultations included rising digital security threats, poor connectivity and access to the Internet, the high cost of digital technologies, an increasing digital divide, technical in-house capacity challenges, and constrained budgets. This strategic plan will therefore concern itself with supporting the digital resilience of CSOs working on integration since digitalization will be very instrumental in supporting the depending of integration and the work of citizen of East African and their organizations.

⁷ Otieno, J. (2020), **Armed Conflict in Africa: Mobilizing Africa’s Youth to ‘Silence the Guns’**, IISS in Kessels, E. et al (2016), *Violent Extremism and Instability in the Greater Horn of Africa*

⁸ See <https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index>

⁹ See <https://www.itu.int/net4/ITU-D/idi/2017/index.html>

¹⁰ See https://networkreadinessindex.org/wp-content/uploads/2020/11/NRI-2020-V8_28-11-2020.pdf

2.7 The Legal Context

The legal context for civil society to operate in East Africa is varied. In some instances, governments in East Africa are using security laws, including counterterrorism strategies to restrict public freedoms and civil society operations. Some human rights defenders feel targeted, such as journalists and activists with threats and attacks from various individuals and institutions inking laws like the Public Order Management Act in Uganda and the Public Order Act of Kenya. The consultations revealed that there is an increase in threats to freedom of expression and restrictions on the liberalization of the media. Also, the region has witnessed exponential growth in the use of the Internet and communication technologies — enabling widespread access to information. However, in response to this growth, new restrictions were put into place to limit freedom of expression in the region. These measures in some instances are facilitated through internet shutdowns, website blocking aimed to restrict access to public information. Despite existing Constitutional guarantees in all East African countries — the legal environment especially as it related to issues of respect for civic space and human rights is critically challenged. There are several court cases challenging the legal basis of some laws in different countries.

East Africa countries also introduced laws and decrees during the Covid pandemic and strengthened the repressive machinery of security forces. Countries gave vast power to the executive branch of governments. While international law allows governments to impose restrictions to protect public health, there are limitations, but governments did not sufficiently demonstrate that restrictions are necessary and appropriate, and tailored to achieve its protective function.¹¹ From this experience civil society in East Africa needs to push back on the excesses emanating from the Covid-19 pandemic crisis. It is critical that strategies and action are developed to equip human rights defenders and social activist with the critical skills that they need to ensure that continue to respond to the ongoing shrinking space across the continent in all situations.

To address these issues, EACSOFF will work proactively with its partners across the region to ensure that it advocates for the creation of an enabling environment that safeguards the rights of human rights defenders and ensure deep freedom of expression for civil society.

2.8 Environment, Natural Resources, and Climate Change

From an environmental dimension, East Africa is known as a global home to vast biological diversity and extensive natural resource areas. The region is a leader in wildlife safari tourism. In some parts of the region transboundary biologically significant areas are threatened by unplanned and unregulated land use, leading to fragmentation and blockage of critical wildlife corridors and migratory routes. There is an increasing recognition regarding the interrelationship between the conservation of East African natural resources, including tropical forests, waters and biological diversity and community development in East Africa. In the consultation, participants mentioned several drivers to environmental degradation that need to be handled urgently and these include; ecological challenges like climate change, forest fire and pests. There are also challenges related to agriculture systems and land use as well as institutional issues that lead to degradation like weak policy and lack of enforcement as well as enduring transboundary issues. Current statistics for example indicate that nearly 33.5 million people are food insecure in Eastern Africa largely due to the challenges mentioned above.¹² It is also imperative that as part of the integration process Partner States in the EAC need to develop regional environmental policies and programs that explicitly provide for regional management of shared ecosystems. Predominantly focusing on the management of natural resources within national territorial boundaries creates disconnects in environmental management and fighting the impact of climate change. The absence of transboundary or shared ecosystem management policies contributes to the lack of a coordinated approach to some of the

¹¹ East Africa Economic Outlook (2020), **Coping with the COVID-19 pandemic (2020)**, African Development Bank, Abidjan

¹² IGAD (2020) **Global Report on Food Crises Joint Analysis for better decisions**, IGAD Secretariat, Djibouti

environmental problems associated with shared ecosystems such as Lake Victoria or even the gorilla rangelands in Uganda and Rwanda and other such resources. Additionally, wildlife poaching and trafficking led by powerful criminal networks across the region does undermine the long-term economic growth benefits of tourism and decimate the region's rich biodiversity.¹³ Studies show that East African ports continue to be significant exit points for illegal wildlife trafficking from Africa to Asia. Finally, gender inequalities impede natural resource management and governance and inhibit women's empowerment especially within resource-dependent communities and economies.¹⁴ EACSOE will continue to pursue policy engagements that focus on responsible regional climate policies, responsible environmental management, food security, and other interventions that continue to promote integration that is climate-sensitive.

¹³ EAC (2017), **Strategy to Combat Poaching, Illegal Trade and Trafficking of Wildlife and Wildlife Products (2017-2021)**, EAC Secretariat, Arusha

¹⁴ USAID (2020) **Regional Development Cooperation Strategy, 2020 - 2025**, USAID, Washington D.C

Chapter 3

Lesson Learnt

3.1 What worked well

3.1.1. Working Closely with Governments and Regional Organizations

During our just-ended strategic planning period, we approached policy engagement intentionally and were able to work well with the government very well. Our leadership role in the EAC Secretary General’s Consultative Dialogue Framework (CDF) for engagement between EAC civil society, organizations, private sector organizations and other interest groups was useful in working closely with a diversity of actors with the Partner States as well as at a regional level. In this strategic plan we shall continue to pursue a more deliberate and concerted approach to influencing change through policy engagement. While we continue to be careful not to lose ourselves in the generous offer of pleasant meetings, conferences, workshops and roundtables, we do see the value of careful strategic policy engagement. We have applied a mix of approaches, depending on what we want to achieve and who we are targeting, and we monitor our efforts, mostly through outcome mapping. Along the way, we have learned some interesting things. We have found that it is possible to be publicly critical of the government and regional economic communities – as long as it is balanced and based on credible evidence – and at the same time collaborate closely at a high level. We learned that with our public profile it is not difficult to meet influential leaders. And we learned that, at all levels of government, there is an apparent appetite for and interest in rigorous data and evidence and focused policy engagement. However, being efficient in the art of policy engagement is a critical skill that we shall continue to build within EACSOF.

3.1.2. We amplified citizen voices more effectively

Through our collective work with partners across the region, our focus was to ensure that we amplify and share concerns and critical issues that are central to citizens of the region. We worked closely with partners in the child rights movement to bring out the issues and concerns of children and share them as part of the integration agenda. We also worked with the East African Legislative Assembly and other partners on areas like peer-to-peer exchanges that helped to ensure that we build solidarity with women parliamentarians. EACSOF is developing a framework through which EALA and CSO can systematically engage on issues of policy and legislative development. We conducted several national dialogues over the years in preparation for the Secretary General’s Forum and in all these spaces we were also to strategically articulate the key concerns that are central to citizens of East Africa in the integration process. The Covid 19 lockdown did not stop our work, as we continued to engage online through webinars on several topical issues. All these efforts have helped to support our objective of amplifying the critical concerns of citizens in the East African region.

3.1.3. We asserted our independence and promoted good governance

Through some of our strategic programs under good governance and democracy, EACSOF was able to take a case to the East Africa Court of Justice against constitutionalism in one of the Partner States and the case was ruled in favor of EACSOF. This work was instrumental in building our collective confidence as a forum to always to able to speak truth to power and assert our independence. This work was also augmented by other projects that we played a part in like the ‘Africa We Want’ Project on: “Mobilizing the CSOs to support for the implementation of the African Charter on Elections, Democracy and Governance (ACDEG)”. This was essential in the process of promoting the rule of law and good governance in the East African region. We continue to seek partnership and will continue to build on the lessons drawn from such work.

3.2 Areas that challenged us

3.2.1. Translating Policy in Practice

While we pride ourselves in playing a critical role in the establishment of the consultative dialogue, we still see a very slow pace in the implementation of the recommendations of this dialogue process. We now have learned to while high-level engagement pay it is crucial that we build other mechanisms for ensuring that policy pronouncements are translated into practice. We have learned that information is crucial for change to happen. But information is not enough. We now know that people must have the ability to act and they must be motivated to act and there must be opportunities for them to act. We shall continue to innovate in ways that bring citizens across East Africa with their leaders so that there is close interaction and opportunities that translate policy into action.

3.2.2. We are too thin on the ground

Resource constraints have kept our secretariat very thin and we have not been able to create the level of presence and impact that is commensurate with our aspirations. Going forward we shall look for innovative ways of working that will expand the staff and volunteers as well as advisers and strategic partners that work with EACSOF. We think it is critical that we build different modes of working that will help to further expand the reach of EACSOF at the country level even when we do not have all the requisite resources to hire the staff that is required. Country chapter vibrancy and engagement with the regional secretariat will be critical in this area so beyond the chapter giving EACSOF members of the Governing Council, we should also have organizations offering expertise that will play a role in the work of EACSOF.

3.3.3. We did not innovate enough in the area of fundraising

With the world grappling with the new normal that has been forced on us by the Covid pandemic, resources are no longer available in the traditional ways in which they use to be offered. We think that it is time that we invest a lot more in finding new ways in which our work can be supported. This will mean exploring all kinds of avenues to support our work, from fundraising from citizens that believe the vision of integration, to fundraising from civil society group, developing collaborative program that can mobilize financing and working with a cohort of development partners who can support the financing of EACSOF through offering expertise, opening networks, building an endowment and finding alternative ways of supporting civil society.

3.3.4. Shrinking civic space

East Africa is going through significant tectonic shifts in terms of the relationship between the state and civil society. The Covid 19 pandemic emboldened states to use all kinds of decrees and state instruments that limited citizen and citizen organization freedoms. These limits have continued and the laws that regulate civil society operations are not as facilitative as possible. This is a critical concern as some of the partners at the country level now have to negotiate a host of regulations to operate. These range from restrictions to assembly, expressions, computer use, financial regulations, and even the ability of experts to work freely in the region. As EACSOF it is incumbent on us that we support the expansion of civic space and the promotion of an enabling environment for citizens to operate. We shall continue to do whatever it takes to join with like-minded partners to support efforts on enabling the environment for CSOs.

Chapter 4

Strategic Positioning of EACSOFF

Drawn from the SWOT analysis partners have confirmed that over the areas EACSOFF has developed four strong and unique assets which make us well-suited to carrying out the ambitious set of initiatives outlined in this strategy.

4.1. We are a mature organization and a recognizable brand

EACSOFF was formed in 2006. It grew from a small desk at the East African Law Society and now is a formidable organization with members in each of the East African Partner States. This maturity has given EACSOFF the opportunity to be able to work closely with several partners over the years. While there have been variations in the success of the organization over the years, it still remains an important institution in the EAC region. EACSOFF in this strategic plan will intentionally build on its institutional memory and 16 years of existence as an asset to galvanize its network of partners and deepen its work in supporting the EAC integration agenda. EACSOFF will also build on its recognizable brand to continue to be of service to CSOs and citizens across the region and use its brand to further expand its reach and relevance. While there was no intentional brand positioning strategy for EACSOFF, it is now imperative that the current EACSOFF brand needs to be positioned better so that EACSOFF's offering and image occupy a distinctive place in the minds of its stakeholders and partners.

4.2. We have a network of partners who bring superior analytical skills

The work of EACSOFF is multi-sectoral. EACSOFF has worked with several partners on distinct but highly influential and relevant themes. EACSOFF has over the years worked through Thematic Working Groups. For instance in the work of drafting and lobbying for the ratification of the HIV Control and Management Bill passed by the East African Legislative Assembly (EALA) in 2012 and ratified by all EAC Head of States by 2015 – EACSOFF played a leading role in supporting the country consultations and analytical work toward this bill. This work brought together a large network of health partners who worked closely with EACSOFF. These networks of partners continue to be available to work with EACSOFF. The thematic cluster approach operates mainly at country level, with two lead agencies per theme in each country – one thematic leader and alternate leader. The National Chapter support the convening of the cluster and brings together other CSOs and stakeholders including government agencies and special interest groups within the country. The thematic clusters also identify thematic issues, gather evidence at the country-level and make proposals for addressing those issues. Such proposals are consolidated by EACSOFF national chapters and forwarded to EACSOFF Secretariat, after which they are harmonized by EACSOFF Secretariat team in order to feed into the different Forum(s) such as Annual EAC SG Forum as stipulated under the EAC Dialogue Mechanism, thereby bringing citizen voices to bear upon integration processes. EACSOFF is therefore good at analyzing the data collected, connecting it to other sources and uncovering fresh new insights from the analysis. As EACSOFF we also produce strong reviews of laws and regulations affecting transparency, accountability and participation and are able to communicate clearly in writing, graphically and in person, the essential issues and their wider implications both to policy actors and to a broad public. We are often nominated by peers to lead the analysis of the issues and to craft communications and public or policy engagement strategies to promote common positions on integration. We will work to intentionally build on this asset that sets EACSOFF apart.

4.3. We have strong convening power

EACSOFF has developed a reputation for being non-partisan, honest brokers. We are able to bridge the gap between citizens and authorities in the EAC region or different interest groups on an issue relating to the integration process. The combination of our strong engagement and expertise in integration as well as our demonstrable neutrality including on political matters, offers a level of trust and comfort to those whom we invite to engage with our work and with each other. In our work, we bring together senior government officials with our civil society through media, meetings and online events at the

regional and national level. We demonstrate how informed dialogue, even on contentious themes, can be done in an atmosphere of mutual respect and collaboration. At the national level, EACSOF National Chapters aid the process of deepening civil society participation in the EAC integration process. To be successful this requires active EACSOF National Chapters, working with thematic clusters to take a lead in gathering sub-national and grassroots perspectives, which are consolidated at the national level through a National CSO Conference. EACSOF National Chapters liaise closely with the Ministries and Departments of East African Affairs, Sector Ministries, Departments and Thematic Agencies, the national level civil society fraternity, and a host of related stakeholders. This vast network has built EACSOF's convening power, which we shall continue to build and support in the years to come.

4.4. We have extensive vertical and horizontal networks

While EACSOF is a regional organization in East Africa, we have gone ahead to work closely with several strategic partners. At the continental level, EACSOF is now a partner with the African Union, Economic, Social and Cultural Council and continues to work closely with this Advisory Organ of the Africa Union as well as the Africa Governance Architecture in promoting a continental and regional integration agenda. EACSOF also works closely with partners in West Africa and the SADC region as well as several other partners in the other regions of Africa. The host organizations of the National Chapters have also got extensive member organization bases and through this network, EACSOF is able to feel the pulse of ordinary citizens and get a strong sense of their lived experiences around East Africa. EACSOF's convening power at national level through the national chapters allows us to feed these insights into public and policy debates at the regional and continental level. In this strategic plan EACSOF shall continue to strengthen these networks and also work closely with partners to build a global network of partners that will continue to support the EAC integration agenda.

Chapter 5

Vision, Mission and Values

Vision

An integrated community in which citizens fully participate in all processes that affect their lives

Mission

To provide an inclusive platform for civil society to promote good policies and democratic governance for the wellbeing of East Africans

Principles

Regionalism;

Autonomy;

Centrality of citizens in the EAC integration process.

Values

Honesty and openness;

Transparency and personal accountability;

Social responsibility and caring for others;

Inclusiveness and equal participation;

Respect and tolerance;

Capacity building for self-determination and sustainability

People-centeredness

Citizen-focused institutions and service delivery systems

Chapter 6

EACSOF Theory of Change

6.1 The Context

The current context that EACSOF is responding to has been discussed in detail in Chapter 2. In this theory of change, we summarize some of the critical variables that will be essential drivers in the integration process and the work of EACSOF. The current conditions are many that will influence the work of EACSOF. An overarching contextual issue will be the enabling environment for CSO to undertake their work. Shrinking civic space represented by the myriad of laws that civil society has to contend with will be a factor in the work of EACSOF. This is influenced by the Partner State social and economic conditions heavily impacted by the Covid 19 pandemic and the attendant recovery strategies. In the recovery period we see a rise in economic and social challenges as the government focus on resuscitating the economies through all kinds of austerity measures. On the other side there emerging social challenges with social systems being reconfigured because of the Covid 19 pandemic. Some businesses completely collapsed and owners are not able to recover them, people lost jobs and are facing serious economic pressures in the region and mental health issues are emerging as a new crisis that affects populations across the region.

Additionally, the Covid pandemic did teach the world that integration and working across borders is the only solutions to global pandemics. We know that while countries closed geographical border, the corona virus did not respect these and did indeed affect and infect millions of people in the region. Recovery response including Covid 19 vaccines could only be effectively produced and distributed when countries and regions worked together to pull resources and ensure efficient and effective vaccination productions and distribution. The head of States of the EAC had to come together to harmonize laws and regulations in order to ensure that the region recovers together from the pandemic.

The climate crisis in the region is also an issue to contend with. Floods, famines and other natural disasters are creating conditions that are hostile to communities in the region. Famine is still an issue in some parts of the Partner States and food security will be an issue high on the agenda of all citizen's organizations, citizens and governments. The tension between exploration of natural resources like oil and gas and the need to conserve the environment is an issues that is in the lips of all stakeholders.

Furthermore, the political situation in the region is an issue to contend with. There are still pockets of fragility with rebel groups in some Partner States and violent extremist group who are still creating challenges in border communities. While elections are held in all countries, tensions are still alive that require the building of strong mechanisms for political settlement and good governance. The EAC has also expanded and there issues that the region has to contend with. Citizens from different countries have varied experiences in terms of understanding regional integration and promotion of the ideals of the EAC. It will be imperative that EACSOF invest significantly in awareness especially in terms of supporting the recent entrant countries and supporting citizen engagement and amplifying citizen voices in the EAC regional processes. The above synopsis indicates several crucial dimensions that will inform the theory of change and programming of EACSOF over the next 5 years.

6.2 Five-year goal

By the end of 2025, EACSOF should have made a **measurable impact** contributing to the goal:

Citizens and their organizations fully participate in the East African regional integration process

The following are the **measurable impact** programmatic outcome areas of the strategic plan:

6.3 Intermediate Outcomes

1. CSOs in the East Africa region effectively coordinated to support the integration process
2. People of the East Africa region are informed, engaged and capable of participating in regional integration processes
3. Effective policy engagement by EACSOE and its partners in regional integration issues
4. Knowledge, Communication and Results Management Enhanced
5. EACSOE operates as an efficient institution promoting regional integration

6.4 Assumptions and Justifications

- The number of new Partner States in East Africa is going up and there is a need for wider popularization of regional integration and awareness-raising efforts
- When citizens across East Africa are mobilized to be part of the regional integration processes, policies and programs of the EAC will have an impact
- CSOs in all partner states that work on EAC regional integration issues need to be well coordinated for more impact in their work
- Government and development partners will work closely with CSOs if they are coordinated
- To mitigate the effects of shrinking space for CSOs across the EAC region requires building a strong regional CSO network
- EACSOE needs to work at scale by building strong collaboration and partnerships within the regional integration ecosystem in East Africa and across the world

6.5 Theory of Change Logic

“If citizens in all member states were sensitized about the rights and responsibilities in the regional integration process, they will become civically confident and competent to effectively organize in their organizations and to form national chapters that effectively engage in the East African integration process. The national platforms and CSOs would in particular be able to articulate their interests in the East African integration processes and engage their leaders at various levels. Citizens would then demand that their leaders perform against the standards that support citizen interests. If leaders, in turn, note that the people they lead are organized and are aware of the role of leadership in supporting their livelihoods, as well as helping them achieve their social, political and economic aspirations, and interests within the broader EAC they will be committed to and will, believe and promote democracy and democratic principles of societal management. If EACSOE continues advocating and influencing the EAC policy environment in which they are situated by building capacities of CSOs and providing effective platforms for CSOs to influence policy vis a vis EACSOE thematic areas, if progressively the policy landscape in the region is responsive to the interests of the citizens, and policymakers become aware and sensitive to this reality and if EACSOE’s institutional capacity is further strengthened and it becomes more efficient and effective in coordinating the efforts of its member national chapters; this will result into an integrated EAC fully owned by its citizens.”

6.6 Five-year Theory of Change Pathways

There are four major and interlinked domains of change underlying the attainment of EACSOE’s 2023-2028 strategic plan. These are categorized under the following programming components: a) CSO Coordination, b) Civic Engagement and Citizen Participation, c) Policy Engagement in EAC Processes, and d) Institutional Strengthening of EACSOE. These are further elaborated below:

a) Expanding Civic Space and CSO Coordination for EAC Integration

This outcome assumes that a people-centered regional integration process must be rooted in an efficient ecosystem of citizen organizations that are able to meet the expectations of various stakeholders. Three key metrics will be pursued under this outcome: *resilience, coordination and*

cooperation. The concept of **resilience** here refers to the ability of CSOs to adapt and bounce back when things don't go as planned. Covid 19 shook the sector and the world to its core and how the CSO sector bounces back and formulates an agenda for action on integration is critical. Resilient organizations don't wallow or dwell on failures and setbacks; they acknowledge the situation, learn from their mistakes, and then move forward. For organizations to thrive and become resilient, the need to have an enabling operating environment. This pathway will focus on empowering positional and non-positional CSO leaders in East Africa, representatives and participants (members) of bodies and entities that are engaged in causes that aspire to acquire, defend, reclaim and expand civic space as it relates to specific contexts and environments within each of the Partner States. This pathways will be alive to the varied expressions of civic formations which include social movements, nongovernmental organisations, labour unions, professional associations, minorities and vulnerable groups. Conventional nonstate actors like media practitioners will be a critical in building resilience.

The concept of **coordination** here refers to the need to ensure that CSO's tasks can run in parallel, without interrupting, obstructing and duplication. Our ambition is to contribute to building a sector where all organizations are interdependent, working in a spirit of togetherness, focused on their missions, and optimizing the use of all resources.

The concept of **cooperation** here is about working together with CSOs at all levels and privileging working with local communities and their organization. Locals commonly know best what is needed for their own communities, and a local experience is a powerful tool and motivator. Local people are often expert guides in their own culture, environment, geography, and society. However, strong engagement and support as well as resources can also be crucial to bolstering locals who may be lacking in the capacity to act on their own. Through a combined effort from both communities and bigger organizations, EACSOF will be able to influence the setting up and maintaining development initiatives that can benefit from the varied expertise of all involved.

b) Citizen Engagement and Citizen Participation in EAC Integration

Citizen engagement is about working to make a difference in the everyday life of communities. It is at the heart of securing the success of regional integration. Through this outcome area, EACSOF and its partners will work together to ensure that they develop initiatives at the community level in the Partner States where knowledge, skills, values, and motivation to make a difference in integrating East Africa are built. Through citizen engagement, EACSOF will partner with like-minded organizations to promote the quality of life across communities in East Africa through both political and non-political processes. People engaged in their communities tend to be more invested in their communities' health and well-being. This same motivation should be used in building a community of peoples across East Africa. When people are encouraged to engage through volunteering their time, skills, knowledge, and enthusiasm to promote the quality of their community, they exhibit civic leadership by finding ways to positively impact their communities for the common good. They see their role in a larger context, beyond only what affects them and their families to what affects society and the East Africa region as a whole. Citizen engagement will therefore be at the heart of this strategy.

Citizen participation in this strategy is about citizens taking part in a process where they exchange ideas, invest in finding solutions, and employ civilized discourses to address the issues facing their communities and region. This strengthens the democratic culture across East Africa. It also breeds personal empowerment for the individual citizens by helping people feel like they have a say in what goes on in their communities and region. By uniting under a shared purpose of creating an East Africa that works for all, citizens in the region will build trust, empathy, human connections, and a strong support base for finding and implementing solutions in their communities. This outcome therefore assumes that at the end of the strategy period, there will be measurable evidence of citizens asking for, getting and using information to improve their situation and engage public officials as well as deepen accountability and improve the quality of public service delivery in the East Africa region. The

metrics we shall focus on here include; empowerment, which here will mean; the degree of autonomy and self-determination in citizens which enables them to represent their interests in a responsible and self-determined way, acting on their own authority and not under the influence of any external stakeholder. The second metric will be – ‘proactive citizenry’. This focuses on citizens ‘making things happen instead of waiting for things to happen to them’. Here EACSOF will be working in ways that ensure that the platform supports a wholesome citizen of East Africa.

c) Policy Engagement in EAC Processes

This outcome envisages the promotion of responsiveness of public authorities to citizen needs and demands in the EAC integration process. For the East African integration process to work, it should be able to promote and protect citizens’ rights to high quality, relevant and meaningful public value. Public value here is understood to refer to quality public services, quality service delivery outcomes and trust in public institutions in the EAC. The key concepts under this outcome include; responsiveness which refers to prompt attentiveness of Partner State governments to citizen needs and demands. Responsive governments deliver services that citizens need at the level of service they deserve. Another concept here is – pro-people integration policies. We do understand that while it can be argued that all policies are pro-people, all policies must be able to demonstrate how they directly target people and their differences in the EAC region. Here we remain aligned to the idea of that all policies must be gender-sensitive for them to qualify to be called pro-people policies. Pro-people policy processes should also allow people in their diversity to be directly involved in the policy process, or that by their nature and structure of these policies will lead to pro-people outcomes that take into consideration differences between female and male and all diversities among people. EACSOF will therefore continue lobbying and influencing the EAC policy environment in which it is situated by building capacities of CSOs and provide effective platforms for CSOs to influence policy vis a vis EACSOF thematic areas

d) Institutional Strengthening of EACSOF

The major thrust here is to strengthen EACSOF’s capacity at both national and regional levels. This change will be brought about by developing and strengthening EACSOF’s policies and governance systems; strengthening capacity of the national chapter governance structures and the regional governing council to deliver on their mandate; set up a financial sustainability plan; initiating, engage and sustaining membership in relevant networks and partnerships. The theory of change assumption being that; if EACSOF’s institutional capacity is further strengthened and it becomes more efficient and effective in coordinating the efforts of its member national chapters; they will effectively engage in the various integration processes at national and regional levels and then this will result into an integrated EAC fully owned by its citizens.

This program component will therefore bring together activities that combine support services to serve the internal and external stakeholders of EACSOF. These will focus on financial management, institutional governance, human resource management and knowledge management. The secretariat needs to be fully self-accounting, with the Board offering financial oversight. An internal audit system needs to be in place to allow the strengthening of systems. Value for money needs to be considered in the areas of financial management and procurement. In the area of institutional governance, effective governance of the organization will ensure that the policies, values and systems by which EACSOF manages its affairs continue to shape transparent, accountable and responsible decision-making at strategic, management and program levels. Under human resource management, this will focus on managing people effectively for performance. EACSOF needs to build a structured process that is open, flexible, and a caring management style so that staff will be motivated, developed, and managed in a way that they can and will give their best to the organization. In the area of knowledge management results tracking, communication, learning across pathways, documentation, evaluation and research, visibility and branding and partnership will form the core undertakings.

Chapter 7

Outcome Description and Program Detail

Over the period 2023-2028, EACSOF aims to implement its programs to achieve the following outcome areas:

1. CSOs in the East Africa region effectively coordinated to support the integration process and expanding civic space
2. People of the East Africa region are informed, engaged and capable of participating in regional integration processes
3. Effective policy engagement by EACSOF and its partners in regional integration issues
4. EACSOF operates as an efficient institution promoting regional integration

Outcome Area A: CSOs in the East Africa region effectively coordinated to support the integration process and expand civic space

Objective 1: To strengthen CSO coordination, civic space and capacity to deliver on the EAC integration agenda

The context within which CSOs operate in the EAC is quite dynamic and calls for agile and more adaptive institutions that are able to respond to the diverse needs of the constituencies they serve as well as the challenges occasioned by civic space constraints in the region. This demand is however met with a number of institutional, programmatic, leadership and governance deficits. These deficits dissuade the health, legitimacy and relevancy of CSOs in East Africa. The EACSOF chapters in all countries must have members that are active and well-coordinated to ensure that they are able to bring the voices of citizens into the integration process, conduct strong and effective advocacy for the expansion of civic space as well as build a strong bond among likeminded organizations and their partners in the EAC integration process. The following activity areas will be pursued under this outcome:

Activity Areas

a. Building CSO Sector Capacity on EAC Integration

The EAC integration process needs to be well understood by CSOs across the region if they are to engage meaningfully in advocacy. EACSOF will work with partners to design strong capacity development programs on EAC integration that will be available to EACSOF members and partners. This capacity development program will contain training sessions both online and offline, research projects, exchange visits and collaborative learning and knowledge management initiatives across East Africa on various dimensions in the integration process. Collaboration with likeminded and strategic partner EAC institutions like EALA, EACJ, EALS, EABC and several others will be pursued. These collaborations will be geared towards learning from each other and strengthening collaboration and coordination on integration issues. Further, we shall work with young people's organizations to ensure that there is mentorship of young people in schools and out of school on EAC integration. Our work under this activity area will also target sector specific partners like women's organization, disability people's organization and other sector specific partners that will work closely with EACSOF to build a strong CSO capacity agenda across the region that is inclusive and represents the diversity of CSO partners and needs in the region. A *Regional Capacity Development Assessment and Strategy* will be conducted at the onset of the program to ensure that EACSOF is responding to relevant and felt needs of the sector.

b. Protecting and Expanding Civic Space in East Africa

Civic space has been defined as the bedrock of any open and democratic society. When civic space is open, citizens and civil society organisations are able to organise, participate and communicate without hindrance.¹⁵ When civic space is open then citizens are able to claim their rights and influence the political and social structures around them. For citizens and their organization to thrive there is a need for governments in the East Africa region to ensure that they protect citizens and respect and facilitates their fundamental rights to associate, assemble peacefully and freely express views and opinions.¹⁶ Some of the most common threat across East Africa include; detention of journalists, protest disruption, censorship, intimidation and the detention of protestors. These and several other challenges limit the ability of civil society to meaningfully engage and contribute to the EAC integration process. Civic space closing limits the vibrancy in civic activity and lead to instances of democratic decline. Under this activity area, EACSOF will work to enable citizens to pushback and organize to enjoy their rights despite restrictions imposed on the rights to organize, associate, assemble, express themselves and participate in public life. Specifically, the activity area will aim at supporting human rights defenders and their organizations in amplifying the voices at the frontline. This activities envisaged will include gathering evidence on the nature of civic space and social movements in Africa, build strategic capacity development interventions for expansion of civic space, support solidarity strategies to expand civic space and continuously document through research and advocate for better civic space conditions that allow citizens of East Africa to thrive and enjoy their fundamental freedoms.

c. Regional, National and Sub-National CSO Coordination

The EAC Partner States have various forms of decentralized governance. These include devolution as well as full decentralization in all the East African countries. CSOs in the various countries are therefore engaged both at the national and the local level, working closely with local and national government. At country level it will be imperative that the EACSOF chapters are able to reach out and work both at the national and sub-national level. EACSOF will therefore work closely with country chapters to develop a strong collaborative engagement between national and sub-national CSOs so that the EACSOF partners are able to engage at all levels of governance deepen that integration agenda. This will ensure that the integration agenda is deepened, and it connects with the decentralization governance framework at country level. Partnership with the East Africa Local Government Association and other likeminded partners will help to ensure that we build collective programs that support the integration agenda and citizen and civil society engagement at the sub-national level.

d. EACSOF Member Support Services and Care

EACSOF theory of changes posits that for any membership organization to be successful it must meet and expectation and needs of its members. The relevancy of EACSOF therefore is anchored in the ways in which it services and cares for its members and constituency. EACSOF will therefore work closely with its members so that it can provide regular and specialized services to members, partner CSOs in the region and across Africa as well as a wide range of actors that demand information and support services from CSOs in the region. The aim of the membership support services work will be to provide both general and tailored information and other support services to a wide range of EACSOF service subscribers to enhance their capacities and inform their work. EACSOF will therefore work to ensure that there is a growth in the number of civil society organizations that are working in issues of integration and also that for all those organizations that are members of EACSOF there is a consistent approach to membership servicing and growth. This will be achieved through developing a clear *Membership Charter* that clearly defines the role of members and well as the benefits and responsibilities of members participating in the work of EACSOF. Membership servicing will also strongly be anchored in information sharing as well as joint programming and resource mobilization

¹⁵ See <https://monitor.civicus.org/whatis-civicspace/>

¹⁶ Ibid

that will support member needs. EACSOF also recognizes that member needs do change and EACSOF will work closely with members to ensure that the benefits to and contributions from members are more sharply defined on an annual basis so that our accountability is based on benefits that are collectively agreed on by EACSOF and its members.

Milestones for Outcome Area 1

	2023	2024	2025	2026	2027
a. Building CSO Sector Capacity on EAC Integration					
i. Conduct a Capacity Needs Assessment for CSOs on EAC Integration	x				
ii. Develop, Fundraising and Roll out Capacity Needs Assessment Program	x	x	X	x	x
iii. Conduct at least 2 Training Programs at country level in EAC Partner State	x	X	X	x	x
iv. Develop strategic collaboration with EAC likeminded institutions to support the capacity development program	x	x	X	x	
b. Protecting and Expanding Civic Space in East Africa					
i. Conduct a comprehensive scoping study on nature and character of shrinking civic space in East Africa	x				
ii. Develop a short courses and educational seminar and webinars to discuss ways and strategies in which human rights defenders and social movement activists can collectively address the challenge of constricted civic space in East Africa		x	X	x	x
iii. Design and implement advocacy actions in solidarity with activists under threat and concerned citizens	x	x	x	x	x
iv. Empower marginalized women and young girls and boys through learning events and citizen convenings	x	x	X	x	X
v. Document and share knowledge and learning on shrinking civic space	x	x	X	x	x
c. Regional, National and Sub-National CSO Coordination					
i. Conduct a Study on the Regional State of Subnational CSO Coordination in EAC	x				
ii. Develop a CSO-Local Government Engagement Strategy		x			
iii. Conduct at least 2 Sub-National CSO EAC Integration Events with EACSOF Country Chapters each year	x	x	x	x	x
iv. Document best practice and stories of change at the sub-national level on the integration process	X	X	x	x	x
d) EACSOF Member Support Services and Care					
i. Commission the development of a Membership Charter	X				
ii. Conduct membership visits and solidarity meetings across the region					
iii. Conduct orientation for new member organizations with the country chapter					
iv. Conduct a membership recruitment drive and networks activities					
v. Conduct EACSOF chapter development activities for the Democratic Republic of Congo					

vi.	Convene thematic membership sessions with likeminded partners	X	x	X	x	x
vii.	Convene EAC Annual Membership Recognition Awards	X	x	X	x	x

Outcome Area B: People of the East Africa region are informed, engaged and capable of participating in regional integration processes

Objective 2: To conduct initiatives where EAC people are informed and engaged in the EAC integration process

The EAC Treaty in its preamble affirms that; *co-operation at the sub-regional and regional levels in all fields of human endeavour will raise the standards of living of African peoples, maintain and enhance the economic stability, foster close and peaceful relations among African states and accelerate the successive stages in the realisation of the proposed African Economic Community and Political Union.* This statement gives the impetus for this outcome area. EACSOF will therefore work for the furtherance of this aspiration that designing interventions that reach and work with people directly. The following activity areas are envisioned:

Activity Areas

a) People-led Popularization, Awareness and Participation in the Integration Agenda

The EAC integration agenda will only work if the peoples of EAC are part of the process. One of the challenges that the EAC integration and governance processes faced is still the low level of appreciation, awareness and civic competence and citizen agency of the people of EAC. Partner states do not have the requisite levels of engagement of people across East Africa. What is being noticed is a disequilibrium between the supply and demand side of good governance. While the leader of the EAC partner states have got a framework that bring these together and are full aware of the benefits of the integration process, people in East Africa still require to be support in the integration process. EACSOF will intentionally work with people and people’s organizations by promoting people-based advocacy as an approach for restoring the governance equilibrium by ensuring that people’s needs and priorities guide people-leader engagements at all levels of governance within the East Africa region. In this case integration popularization programs, community-led advocacy and engagement with leaders will be promoted to ensure deeper engagement of people as well as closer collaboration with the leaders of the EAC at all levels.

b) People-led Advocacy and Monitoring of the Integration Agenda

If the integration process is to serve the people of East Africa, the people need to be at the center of its implementation. In this case, initiatives will have to be built at are rooted in the ethos of people participation that will monitor the implementation of the commitments made by the leaders in the integration process. EACSOF and its partners will collect the relevant information on all programs and policy areas on the integration process and translate these into simple advocacy messages. A scoping study that will define all the areas of engagement for EACSOF will be conducts and an EAC Integration Participatory Engagement Process will be developed. This engage process will be example look at issues like peace and security in the EAC and people participation, early warning systems, common market protocols and the impact on people’s wellbeing, sustainable management of natural resources especially transboundary resources, natural resources and climate change and people’s participation. In all these areas EACSOF will work with likeminded partners to develop and design a people-based advocacy agenda that ensures that peoples of East Africa are informed, engaged and equipped and influence the direction of the EAC integration agenda.

c) People-led Advocacy on the African Charter on Democracy Elections and Governance (ACDEG)

To promote the deepening of good governance in East Africa, ACDEG offers the opportunity for being a unifying instrument whose principles, core values and objectives can be used to encourage East African governments to concretely commit to promoting citizen participation in democratic processes. In this strategic plan, EACSOF will continue to promote the ratification and domestication of ACDEG across East Africa. We recognize that ACDEG is different from previous instruments as it combines as it focuses on enhancing the quality of elections in Africa, promote human rights, strengthen the rule of law, improve political, economic and social governance, and address the recurrent issues relating to unconstitutional changes of government. Our work will focus on popularizing ACDEG among citizens of East Africa especially the young people on the continent.

Milestones for Outcome Area 2

	2023	2024	2025	2026	2027
a) People-led Popularization, Awareness and Participation in the Integration Agenda					
i. Conduct a ‘Voices of the People’ Study on Integration	X				
ii. Develop popular materials on EAC integration for awareness raising	X	X	x	x	
iii. Conduct at least 4 EAC Integration Awareness Campaigns in Partner States in selected communities	X	X	x	x	X
iv. Conduct People-Leader Community Engagements on the EAC Integration process					
b) People-led Advocacy and Monitoring of the Integration Agenda					
i. Conduct study on critical people-relevant advocacy issues on the EAC	X				
ii. Develop and Roll Out an Advocacy Agenda on People-Led Advocacy in identified areas (e.g. Peace and Security, Cross Border Resources, Climate Change, Social Protection etc)	x	X	x	x	X
iii. Convene advocacy events at community level with leaders across the EAC Partner States at National and Sub National Level	x	x	x	x	x
iv. Document best practices and issues for further engagement		x	x	x	x
c) People-led Advocacy on the African Charter on Democracy Elections and Governance (ACDEG)					
i. Develop an advocacy agenda for ACDEG in the EAC	x				
ii. Convene advocacy events across the EAC Partner States at National and Sub National Level focusing on ACDEG principles	x	x	x	x	x
iii. Develop Annual EAC ACDEG Status Briefs	x	x	x	x	x

Outcome Area C: Effective policy engagement by EACSOF and its partners in regional integration issues

Objective 3: To conduct effective policy engagement by EACSOF and its partners on regional integration issues

The EAC integration process is an intergovernmental process that works with Partner States to build a strong policy and program integration agenda in all East African Partner States. The integration

process is built on the pillars of build a strong customs union, a common market, a monetary union and a political federation. In order to attain the aspiration of these pillars, ensuring full participation of the people of East Africa is critical. In this regard a strong policy advocacy and engagement agenda will be developed by EACSOF. This will be undertaken through a number of critical undertakings identified below:

a. Mapping of EAC Integration Policy Processes for People-Led Engagement

EACSOF will continue to engage in policy advocacy. EACSOF in the last strategic plan worked through six strategic thematic policy areas that included a) democracy and good governance, b) peace and security, c) social and economic justice, d) natural resources, environment protection, and climatic change, and d) science and technology.

Consultations with the country chapters confirmed that relevance of the above thematic areas and EACSOF will continue working in these areas. To further refocus them and sharpen their overall focus the following overview presents a synopsis of the core elements for each thematic area for the next five years:

Priority Policy Areas

i. Democracy and Good Governance Policy Engagement

In this strategic plan period, EACSOF will in its work invoke the commitments made in the *African Charter for Popular Participation in Development and Transformation* signed in Arusha in 1990.¹⁷ This charter recognized and acknowledged that development in Africa must be revamped by a democratic approach employing the energy and devotion of African people who alone can ensure that development is sustainable. The East African Community Vision 2050 and the African Union Agenda 2063 all underscore the need for Africa to accelerate efforts towards this aspiration. Yet what is emerging across the continent are multifaceted crises in democratic governance that are manifested by contested and sometimes violent elections in some countries, corruption, insecurity and chronic conflict among EAC Partner States, terrorism, a host of violations of rights and freedoms including those of the media. On the other hand, the institutions mandated to deal with promotion of democracy and good governance are sometimes undermined. While there are good constitutions across the Partner States, constitutionalism is still under stress and rule of law and upholding the principles of human rights is not always a reality for the citizens of East Africa. EACSOF will build on ongoing work and engage with stakeholders in all the Partner States on policies relating to elements of democracy, human rights and good governance.

At the continental level EACSOF will build on the African Governance Architecture (AGA) which was established as a political and institutional framework for the promotion of democracy, governance and human rights in Africa. Key to its work is the creation of a framework for dialogue among stakeholders with the aim of promoting and harmonizing the AU Shared Values and participatory governance on the continent. In ensuring popular participation in the attainment and sustenance of democracy, governance and human rights in Africa, AGA developed a Youth Engagement Strategy (YES) as part of citizen engagement approaches. AGA has engaged youth across the continent through various programmes such as the AU Youth in Peacebuilding Initiative, Africa Talks DG Trends as well as social media engagement initiatives. Specifically, the Youth Pre-Forums to the High-Level Dialogue on Democracy, Human Rights and Governance in Africa has provided a space for young people to

¹⁷ See African Charter for Popular Participation in Development Transformation (Arusha 1990) *International Conference on Popular Participation in the Recovery and Development Process in Africa, 12–16 February 1990*

dialogue on Africa's continental democratic governance policies. EACSOF will work closely with AGA in continuing to build a strong regional agenda on governance in Africa.

ii. Peace and Security

The peace and security architecture in the East Africa region is a complex one that requires strong and sustained policy engagement of civil society in the region. The EAC region is located in a volatile region with conflicts affecting that are internal to the region and external. With the entry of Democratic Republic of Congo in the EAC, now the region touches both the Indian Ocean and the Atlantic Ocean and lies across the Africa continent. The armed conflicts in countries like the Democratic Republic of Congo and the volatile situation in some part of South Sudan have continued to be a concern to the implementation of the peace and security policy frameworks in the region. The region is also affected by conflicts emanating from the Horn of Africa, including the conflicts in Sudan and Ethiopia. The number of refugees and internally displaced people in the region is very high. Uganda for example is among the first three countries with the highest number of refugees in the world.¹⁸ Kenya for a long time had one of the biggest refugee camps in the world. Beyond the refugee crisis in the region, there are several low-level conflicts including those are among pastoralist communities that have historically experienced cattle rustling and natural resource conflict-related violence.¹⁹ In the Horn of Africa and the Sahel, pastoralists comprise between 10 and 20% of the total population, yet they contribute about 9% of the meat consumed in East Africa.²⁰ EACSOF will therefore continue to pursue strategic policy engagement in the area of peace and security and work with likeminded partners to address some of the issues that are critical to the EAC region and its citizens.

iii. Extractives in East Africa

East Africa is a region which is resource rich. There are several natural resources that should be bringing great value to the people of East Africa. Gold, oil and other precious natural resources are available in several of the countries. The ways in which governments and citizens interact on decision-making processes around extractives is critical. The decisions of leaders on how oil, gas and mining sectors are governed will determine the future and livelihoods of several citizens of East Africa that are living below the poverty line in the EAC resource-rich partner states. It is therefore critical that policies on extractives are informed by citizen voices and analysis, they are inclusive and allow for citizen participation and there are accountable mechanisms around the decision-making processes on extractives so that EAC region can build a fair, prosperous and sustainable region that works for all. Some of the policy analysis relating to this work will be informed by the emerging crises that have hit the world and have significant implications for the extractive sector of the economy; including but not limited to the climate crisis, the coronavirus pandemic, wars in the world and the unprecedented changes in global energy markets. All these issues point to the need for a robust policy engagement by EACSOF. EACSOF will be working with likeminded partners to bring a level of 'policy-realism' to the extractives policy discussions that so both the benefits and dangers are well appreciated and understood and not ignored across the region. Areas of concern will be include issues relating to the policy debates on political and economic adaptations necessary for a managed phaseout of fossil fuels in East Africa, balancing extractives with the development of other sectors like agriculture, countering the dominant narrative around extractives as the 'saving grace' for the EAC Partner States, the delicate discussions relating to the East Africa Crude Oil Pipeline and attendant issues like compliance to international standards and safeguarding community rights. EACSOF will work with its thematic partners to pursue this agenda as a regional policy issue.

¹⁸ Uganda (2022), *UNHCR Operational Update*, February 2022, Kampala

¹⁹ Byakagaba, P., Egeru, A., Barasa, B. et al (2018), *Uganda's rangeland policy: intentions, consequences and opportunities*, *Pastoralism* 8, 7 (2018)

²⁰ Manasseh Wepundi and Roba D Sharamo (2021) *The state of peace and security in East Africa*, Institute of Security Studies Monograph, South Africa

iv. EAC and Africa Common Market Free Trade Area

The AU projection is that the AfCFTA will have a significant impact on trade relations between its signatories and that it will increase the level of intra-African trade by 60% by 2022 if it can dismantle a greater proportion of the currently 6.1% intra-regional trade tariffs in Africa on average.²¹ UNECA estimates that the Agreement has the potential both to boost intra-African trade by 52.3% by eliminating TBs and to double it if NTBs are also reduced.²² The Agreement will by so doing enhance African integration, transformation and development. As an aspect of regional integration, it remains the core element of the development strategy of post-independence African countries towards overcoming the adverse effects of the colonial legacy of fragmented African economies. The EAC is the key player in the implementation and rolling out of the AfCFTA across the continent. The 2021 African Economic Conference²³, noted that AfCFTA is poised to stimulate Africa's socio-economic recovery from the pandemic and offers a major opportunity for African countries to cushion the economic impacts of the COVID-19 pandemic and is a vehicle for continued recovery to boost growth, reduce poverty, and broaden economic inclusion. Africa is at a critical junction in the implementation of the AfCFTA and EACSOF and its partners must step up and play their role in the fast tracking of this work. The policy work on the AfCFTA will include the mobilization of stakeholders to participate in the fast tracking and implementation of the agreement in the EAC Partner States, develop an advocacy program with focal point partners from the 6 EAC countries discussing the results of the mapping and work together to develop an action plan that will be implemented by the partners. The identification of key partners and issues of engagement within the region will have to be aligned to the selected AfCFTA objectives like; advocacy and participation in the elimination of tariff barriers (TBs) and NTBs, citizen participatory work towards tackling trade and investment constraints; supporting activities that support the harmonization and coordination of trade liberalization regimes thereby unleashing the entrepreneurial potentials of women and men, supporting the identification, popularization and development of skills across the region that will generate employment, reduce poverty, and achieve sustainable economic growth thereby contributing to the EAC 2050 Vision, Agenda 2063 and the Agenda 2030 SDGs.

v. Technology and Digital Policies in East Africa

EACSOF is cognizant of the fact that today's internet and associated digital infrastructure is a remarkable catalyst for creativity, collaboration and innovation providing opportunities that would have been impossible to imagine at the inception of the East Africa Community. It would have been impossible to predict at the revival of the EAC that digitalization would enable young people across the East Africa to freely access information on the net and develop new ways of working including interacting with people from everywhere and search trillions of data with a simple click on their mobile phone or PCs. East Africa must therefore embrace this moment of rapid transformation. In the days of the global Covid 19 pandemic, digital tools became a public good and enabled business continuity in sectors like education, health care, community monitoring and philanthropy. Although there is an increasing demand for openness, transparency and collaboration around digitalization, it is clear that with the digital advancement we also see the emergence of digital inequality, with those with access to digital facilities and tools being able to achieve much more. EACSOF will work with its partners to ensure that the policy environment for digital growth in East Africa is inclusive, participatory and brings together as many players as possible. EACSOF will therefore focus on the broad governance and policymaking challenges relating to ICT tools and applications that fully exploit the potential of collaboration, open and participatory technological developments and pro-people digital policy

²¹ See <https://www.uneca.org/?q=stories/afcfta-poised-to-stimulate-africa%E2%80%99s-socio-economic-recovery-from-the-pandemic>

²² Ibid, p.4

²³ <https://aec.afdb.org/en/past-aecs/african-economic-conference-2021>

directions in East Africa. The policy work of EACSOF will further be aligned to the efforts towards a single digital market in East Africa. This market has been defined as one in which cross-border barriers to providing and accessing digital infrastructure, content, and services are eliminated and one in which a seamless, competitive regional digital ecosystem drives a reinforcing cycle of economic growth, investment, innovation, job creation, and improved service delivery.²⁴

vi. Climate Change Policy Advocacy in East Africa

East Africa is a region that is endowed with a diversity of climatic conditions. Climates in East Africa change along an altitudinal gradient that can extend from hot, dry, “tropical” conditions to cool, wet, temperate conditions and on the highest mountains “polar” climates with permanent ice caps.²⁵ It is reported that annual rainfall throughout East Africa has largely decreased since 1960, while variability has increased. The region has been subject to more frequent and intense rainfall events, floods and droughts in recent decades. Indian Ocean surface temperatures have increased by 1°C since 1950.²⁶ Analysis further indicates that the region is likely to experience both near-term alterations in climate such as warmer temperatures, changes in the frequency and intensity of extreme events, and decreased precipitation, as well as long-term shifts such as sea level rise.²⁷ All these changes have significant effects on the livelihood of East Africa and indeed a deeper understanding of climate change impacts, vulnerabilities, and adaptation options is required. Several areas of the policy concerns related to climate change have been identified and these include; food insecurity, energy insecurity, land degradation, loss of biodiversity, reduced revenue from tourism, increase in pests and diseases, rise in sea level, water scarcity, natural resource-based conflict, and severe damage to infrastructure among others. EACSOF will join its partners in working toward promotion of policies to address areas of climate change in all Partner States of East Africa.

vii. Social Development and Inclusion Policies for Marginalized and Vulnerable Groups

The demographic statistics in Africa are quite telling. The current population of Eastern Africa is 472 million.²⁸ The region’s population is equivalent to 5.71% of the total world population and it is the highest population region of Africa. 29.8 % of the population is urban and the median age in Eastern Africa is 18.7 years.²⁹ Further, the United Nations population projections for Sub-Saharan Africa indicate that the population will quadruple over the course of the 21st century, increasing from 1 billion in 2016 to almost 4 billion in 2100.³⁰ A broader view shows that the Sub-Saharan Africa is projected to account for more than half of the growth of the world’s population between 2022 and 2050. The approach that Sub-Saharan Africa and East Africa take to manage this population growth will be central to the long-term prospects for the continent and region. The age structure of the population in the six countries will be dominated by a youth bulge for the next 20 or 30 years. The are prospects

²⁴ See World Bank (2019), **A Single Digital Market for East Africa: Presenting Vision, Strategic Framework, Implementation Roadmap, and Impact Assessment**, World Bank Group, Washington, D.C

²⁵ Rob Marchant (2021) Climate Change in Eastern Africa, accessed at <https://oxfordre.com/africanhistory/view/10.1093/acrefore/9780190277734.001.0001/acrefore-9780190277734-e-1004#acrefore-9780190277734-e-1004-div1-1>

²⁶ USAID (undated) Climate Change Adaptation in East Africa

²⁷ Ibid, p.1

²⁸ As of Monday, November 14, 2022, based on the latest United Nations estimates. This includes countries in the Horn of Africa that are not Partner States in the EAC.

²⁹ See <https://www.worldometers.info/world-population/eastern-africa-population/>

³⁰ UN DESA (2022), **World Population Prospects: Summary Report**, United Nations Department of Economic and Social Affairs, New York

of the region enjoying the demographic dividend as many young people will be part of the workforce longer and hence the productivity of the region has the potential to grow quite rapidly.

However, currently, the demographics of East Africa are characterized by high fertility rates, low life expectancies, high population growth rates, a young populations and high dependency ratios. Policy work that engages with all these areas will be critical to ensure that as the population of East Africa grows, there is a qualitative improvement in the welfare of all segments of the population. Hence social protection and inclusions policies will be critical to East Africa's development.

On issues of gender, it is worth noting that gender inequality in the East African Region is still manifested in many aspects of life. This is reflected through women's lack of access to adequate and quality health services; limited access to financial services; high unemployment rates of women in the formal sector as compared to men; the rampancy of sexual and gender based violence including rape and human trafficking particularly of girls and women; high illiteracy rates; low levels of economic empowerment and involvement; limited participation of women in decision making and in the political arena.

Regarding children, they constitute more than 50% of the population of EAC³¹, however East Africa's infant and childhood mortality rates are very high by any standards. In addition, the lives of children in the region are made precarious by conflict situations and many are orphaned or made vulnerable by HIV/AIDS epidemic.³² Many more children are affected by abuse; neglect; child labour, child trafficking; family separation; harmful cultural practices; child prostitution; targeted killing of albino children; natural and man-made disasters; preventable diseases and poverty. These issues have been documented by several organizations and agencies that work on child advocacy. EACSOFF will work to ensure to support the implementation of child friendly policies across the EAC region.

On youth unemployment and underemployment, lack of adequate skills for employment, lack of access to finance and entrepreneurial opportunities are some of the many challenges facing the youth in the EAC region.³³ Young people constitute the largest segment of the population in all Partner States hence it is a critical segment to engage with at a policy level. The EAC has a youth policy, and EACSOFF will endeavor to collaborate with the EAC in building a youth responsive environment across the EAC Partner States.

Another critical category are persons with disabilities (PWDs). PWDs are vulnerable by virtue of their impairment and negative societal attitudes arising from fear, ignorance, superstitions, neglect and lack of awareness.³⁴ As a result, PWDs have inadequate access to services, information, resources as well as limited participation in the socio-economic development process. It will be critical for EACSOFF to also mobilize this critical sector of partners across the region to promote the inclusion of PWDs in the development of EAC consistent with the provisions of Article 120 (c) of the Treaty for the Establishment of the East African Community. Work here will also include the monitoring of several instruments for the promotion of disability inclusion like the UN Resolution 61/196 of the Convention on the Rights of Persons with Disabilities and the African Charter on Human and Peoples Rights which provides under Article 18(4) that disabled persons have the right to special measures of protection,

³¹ See UNICEF and African Union, (2017), **CHILDREN IN AFRICA: Key statistics on child survival and population**, UNICEF and African Union, Addis Ababa

³² OECD (2017), **Social Protection in East Africa: Harnessing the Future**, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264274228-en>

³³ African Institute of Development Policy and University of South Hampton (2018) **East African Regional Analysis of Youth Demographic**, African Institute of Development Policy and University of South Hampton London

³⁴ See <http://drpidisability.apps01.yorku.ca/Africa/resources/EACDisabilityPolicy>

and under Article 16(1) that every individual shall have the right to enjoy the best attainable state of physical and mental health.

The work on social on social policies will be broad and will be undertaken through strong partnerships with likeminded partners across the region to ensure that EACSOF work is inclusive and is supportive of all the strategic areas of policy convergence that support people welfare and development in East Africa. EACSOF will therefore have to ensure that policy engagement work is responding to the needs of the day. EACSOF appreciates that advocating for better policies entails an appreciation of what 'better policy' looks like.

To this end, EACSOF will further conduct people-centered policy mapping under each of the thematic areas identified above to further determine the areas that partners will focus on both at the regional level and within the Partner States. We will therefore carefully select specific policy issues and practice challenges and opportunities on which we shall build a regionwide policy engagement and advocacy agenda that is very much rooted in the process of generating knowledge that empowers citizens of East Africa.

b. EAC Integration Policy Research and Advocacy

Policy research and advocacy provide the means for assessing policy options and policy advocacy recommends the preferred course of action to achieve the political, social or economic goals to serve the East African region. Policy research therefore provides a way to examine existing policies with an eye towards advocacy that recommends modifications or improvements that will deepen the outcome of the integration process. East Africa has several new, fresh and innovative policies that are well formulated but which face significant hurdles in the area of policy implementation. Policy research and advocacy will therefore fill this gap by ensuring that the diversity of policy options are understood and the opinions of policy makers are influenced to support pro-people policy options in East Africa. The impact of different policies will be documented and used to conduct strategic policy advocacy initiatives through the EAC institutions and Policy Organs of the East African Community. The policy advocacy to be undertaken will promote and address those interests in society that lack adequate articulation or representation but which have implication for the people of East Africa. Policy advocacy work will be undertaken at all levels from the sub-national level, national as well as across the East African region.

c. Rollout the EAC Regional Policy Observatory

The EAC developed Vision 2050. The EAC Vision 2050 articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. The people of East Africa needs to keep a close tab on the vision for East Africa through a process of participating in the implementation of the vision, monitoring as well as evaluation of the vision. In this regard people-led policy monitoring will be the preferred approach to policy monitoring work by EACSOF. EACSOF will therefore develop a Policy Observatory as a facility that will be housed in the secretariat and managed through partnerships with think tanks and research institutions in the EAC region. This will ensure that ongoing policy monitoring is intricately linked to other parts of the EAC policy implementation process and involves (1) appraising the policy environment through research and scenario-building analysis, (2) gauging the level and quality of people engagement through participatory assessments, (3) documenting the progress of policy development and implementation through policy analysis, (4) closely engaging with the legislative processes in the EAC (5) following up on policies that have been put in practice and the financing and implementation processes through budgeting monitoring and public finance tracking, and (6) evaluating outcomes of implementation. The EACSOF Policy Observatory will therefore be an opportunity to engage in the policy process in the region in a manner that is comprehensive and relevant to the needs of all stakeholders.

Milestones for Objective 3

	2023	2024	2025	2026	2027
a. Mapping of EAC Integration Policy Processes for People-Led Engagement					
i. Conducting a Mapping in the Seven Policy Priority Areas and develop the EACSOE Implementation Plans for each Priority Policy Area	x				
ii. Develop Policy Position Papers for the selected Seven Priority Policy Areas	x	x	x	X	
iii. Conduction Policy Engagement and Advocacy using the policy positions papers					
b. EAC Integration Policy Research and Advocacy					
i. Develop a People-Led Policy Impact Research Agenda that support the policy priority areas	x	x			
ii. Conduct selected research studies	x	x	x	x	
iii. Develop and implement a regional policy advocacy strategy on selected policy areas based on research results		x	x	x	x
iv. Implement collaborative policy advocacy initiatives in Partner States		X	x	x	x
c. Rollout the EAC Regional Policy Observatory					
i. Develop the EAC Regional Policy Observatory/Monitoring Framework	x				
ii. Recruit partner organization in the Policy Observatory		x			
ii. Conduct Policy Monitoring under the Observatory and issue Observatory Policy Briefs	x	x	x	X	x
iii. Disseminate Policy Monitoring Reports	x	X	x	X	x

Outcome Area D: Knowledge, Communication and Results Management Enhanced

Objective 4: To ensure that EACSOE's vision and mission is supported by a clear knowledge and results management process

As a regional platform organization, EACSOE invests significant amounts of time in brokering and managing knowledge with the CSO sector working on EAC integration. This strategic plan will therefore build a strong portfolio of knowledge management as a means of ensuring that it creatively brings together areas like results management, communication, and documentation, in a manner that effectively reaches the various audiences and clients that EACSOE works with. Since communication is a two-way process, EACSOE will seek to promote debate, inform people on progress made in various program undertakings and ensure that the feedback loop between EACSOE and its partners is completed.

a. Results Management

In the area of *results management*, EACSOE will seek to monitor its activity areas and milestones so that results are effectively communicated by staff to member organizations, the Governing Council, and donors. Broadly the monitoring work will focus on improving program delivery, planning, and allocation of resources. Monitoring will also be useful for demonstrating results as part of accountability to key stakeholders.

b. Learning

EACSOF will also position itself as a *learning organization*. This means that staff individually and collectively will continually increase their capacity to produce results they really care about by learning from the work they are doing. Within the EAC integration process, there is an increased pace of change. The community of Partner States is growing, there are many changes both at the national and regional levels, and the global economic and social dynamics are impacting every region in the world differently and significantly. Therefore, being conservative cannot help EACSOF. Learning will not be divorced from the work and innovations that EACSOF will be undertaking. This is because if EACSOF is able to quickly learn and innovate, it will be able to change its work ethics to perform better in a constantly changing environment.

c. Knowledge brokerage

As a *knowledge brokering organization*, EACSOF knowledge products like policy research and assessments will need to always be shared widely. In knowledge brokering, EACSOF’s role will be translating policy and research evidence into popular knowledge so that it can promote interaction between policymakers and the people of East Africa, politicians and citizens; citizens and researchers; and other consumers of EACSOF knowledge products. This will ultimately contribute to the expansion of spaces for evidence-informed decision-making in the advocacy work of EACSOF.

d. Communication

EACSOF’s *communication* approach will make extensive use of mass media, social media, and traditional channels like radio and television. While broad public communication constitutes the core thrust of the EACSOF approach, selected differentiated communications materials targeted to key actors will also be developed.

e. Documentation

Further EACSOF will also build a strong *documentation* unit that will oversee internal and external documentation processes. This is based on EACSOF’s learning that most times we do not think too much about documentation until we need it, and by then, it is usually way too late. The documentation work will cover aspects of documentation ranging from management of a digital Resource Centre; maintaining a set of documentation for meetings organized by EACSOF; and systematically collecting books, periodicals, reports, studies, annual reports, photos, videos, from stakeholders and other documents relevant to EAC integration process and the work of EACSOF.

Milestone for Objective 4

	2023	2024	2025	2026	2027
a. Results Management					
i. Conduct a Baseline Survey for the Strategic Plan	x				
ii. Develop a 5-Year Monitoring and Evaluation Strategy	x				
iii. Conduct quarterly monitoring and annual impact assessment	x	X	x	x	x
b. Learning					
iv. Develop and implement an annual ‘learning calendar’	x	X	x	x	x

v.	Explore external learning opportunities through conferences, webinars, and other learning events	x	X	x	x	x
c. Knowledge brokerage						
vi.	Share EACSOF work in various popular and audience-targeted communication products					
d. Communication						
vii.	Redesign EACSOF with a refreshed look	X				
viii.	Develop a communication and branding strategy for EACSOF	X				
ix.	Implement a scheduled communication process	x	X	x	x	x
e. Documentation						
x.	EACSOF online resource center developed	x	X			
xi.	EACSOF internal and external documents well filed for easy sharing and retrieval online and offline	x	X	x	x	X
xii.	An archive of publications and grey literature on EAC integration developed	x	X	x	x	X

Outcome Areas E: EACSOF operates as an efficient institution promoting regional integration

Objective 5: To provide institutional program delivery support services for EACSOF

Under this program area, EACSOF will focus on strengthening its support services to ensure adequate administrative and program support across the organization. This outcome area will focus on issues relating to human resources, financing management, governance, results management and communication. The following areas will be undertaken:

a. EACSOF Institutional Financial Management

EACSOF is financed through membership contributions and by grants from several development partners. EACSOF has in place the requisite financial systems but it will ensure that financial management systems are strengthened where the need arises. Value for money will also be an important part of the financial management and procurement processes within the organization. Procurement systems that give equal opportunity and fair treatment to all prospective suppliers, contractors will be used. Budget development an oversight will be a participatory process and participatory budget oversight among staff will be encouraged to ensure that staff develop greater awareness of the budgetary and finance aspects of the work that they do. Since EACSOF works across several countries its financial reports will be prepared in accordance with the requirements of International Financial Reporting Standards (IFRS).

b. EACSOF Human Resource Management

Human Resource Management is a planned approach to managing people effectively for performance. EACSOF will build a structured process that is an open, flexible and caring management style so that staff are motivated, developed and managed in a way that they can and will give their best to the organization. EACSOF will work to ensure that it brings out the important values of trust, care, teamwork, encouragement and development which help the organization meet the principle of being a good employer and thereby motivating staff to give their best.

In the next strategy period, EACSOF will conduct a search for senior leadership positions within the organization and ensure that the organization recruits a high-calibre Chief Executive and senior staff who will take in lead implementing the new strategy. Recruiting top talent takes a combination of

creativity and diligence and the Governing Council will work with partners and experts to ensure that the right staff members are recruited and retained.

c. Institutional Governance and Oversight

Effective governance of EACSOFF is critical. This is because it will ensure that the policies, values and systems by which EACSOFF manages its affairs continue to shape transparent, accountable and responsible decision-making at strategic, management and program levels. EACSOFF has existed for over 10 years and has continued to improve its governance through continuous processes of leadership change and governance improvements. EACSOFF will endeavor to ensure that it maintains a governance regime that is simple and effective. In this process the governance system will balancing legitimate membership representation at all governance levels with eminence and technical capacity, especially on the Governing Council. Each of the EACSOFF chapters has two seats on the Governing Council of EACSOFF. It is important that each country sends persons who have a mix of expertise to provide strategic guidance and to foster public confidence in the institution. EACSOFF will also work to ensure that it builds a strong but ‘hands off’ Governing Council that effectively oversees the Secretariat and ensures that it delivers efficiently and effectively on agreed policies and programmes.

The Governing Council will continue to be a viable, lean and efficient governance structure so that it work is not hampered by bureaucracy. At the country level, the Country Chapters will develop a strong governance system that allows for accountability and oversight so that there is strong linkage between the regional and the national governance mechanism. The Governing Council will continue to meet on a quarterly basis either virtually or physically depending on the availability of resources. An annual meeting of members will also be convened annually to ensure that member organization are fully engaged and briefed about the developments in EACSOFF. A Governance Assessment will be conducted in the mid-term of this strategic plan to decide if there are possible changes that need to be undertaken in the governance architecture of EACSOFF.

Milestone for Objective 5

	2023	2024	2025	2026	2027
a. EACSOFF Institutional Financial Management					
i. Conduct Annual Audits	x	X	x	x	X
ii. Conduct review of Financial Policy of EACSOFF		X			
b. EACSOFF Human Resource Management					
iii. Conduct Recruitment of CEO	x				
iv. Update the Human Resource Manuals		X			
c. Institutional Governance and Oversight					
v. Hold at least 3 Governing Council Meeting every years (virtual and physical)	x	X	x	x	x
vi. Develop a Governing Council Manual	x	X			
vii. Undertake Capacity Development Interventions for Governing Council	x	X	x	x	x
vii. Conduct Annual Self-Assessment for Governing Council Members	x	X	x	x	x

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Annex 1: EACSOFFundraising Strategy Note

EACSOFFundraising Strategy Note

1. Introduction

The purpose of EACSOFFundraising strategy is to develop one comprehensive approach that identifies and sets out the process, sources and activities for realizing financial resources for the organization. This strategy is being developed at an important point of the organization’s growth, and is informed by EACSOFFundraising successes, threats, weaknesses and opportunities. The fundraising objectives are developed from lessons derived from past fundraising efforts and the future needs.

2. Objectives

- a. To increase EACSOFFundraising base for long-term institutional capacity building, and programmes
- b. To increase the amount of unrestricted programme funding
- c. To develop links with new and untapped sources of funding, such as private corporations, sub-regional, regional inter-governmental organizations and institutions and individuals
- d. To institutionalize fundraising as a key function and expertise in the organization

3. Fundraising Outcomes

- a. Institutionalize fundraising within EACSOFFundraising structure by establishing a Fundraising and Resource Function. The CEO will manage the function as we look towards recruiting a highly qualified person, capable of coordinating and managing all of EACSOFFundraising needs and attaining the targets
- b. Develop a fundraising strategy that moves beyond statutory/institutional sources of funds to private corporations, individual philanthropists and expert contribution
- c. Develop in East Africa and around the world relations with medium and small family trusts and individual philanthropists capable of providing long-term support to EACSOFFundraising
- d. Develop a comprehensive database of individual philanthropists capable of making regular contributions to EACSOFFundraising long term institutional capacity needs and specific programme needs
- e. Develop relations with bi-lateral funding agencies to support specific programmes in EACSOFFundraising for the long term

3. SWOT for the EACSOFFundraising

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Well-developed programmes that are well accepted by partners, networks and civil society organisations, governmental and non-governmental organisations in EAC • Good relations with a diverse range of funders • Good track record of delivery and accountability. • Committed Governing Council and staff members eager for the organization to succeed • Members with excellent contacts among funders and bilateral institutions • EACSOFFundraising has experience in fundraising 	<ul style="list-style-type: none"> • Lacks a diverse, developed source of funding. Since its inception, EACSOFFundraising has relied and depended on a few institutional donors • Lack adequate expertise to effectively exploit and develop fundraising opportunities. • EACSOFFundraising has not developed a pool of unrestricted funding which could support development of fundraising strategy

<ul style="list-style-type: none"> EACSOFF is well known in the civil society sector and capable of competing for funds 	<ul style="list-style-type: none"> Current fundraising efforts rely solely on the efforts of the CEO, yet the targets and needs of the organization require a multiplicity of talents and skills
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The successful design of the EACSOFF Strategic Plan has raised the need for developing long-term institutional capacity that needs to be supported by a comprehensive fundraising strategy Untapped trusts and individuals that may give funding are available The opportunity to develop local philanthropy in EAC. This would afford EACSOFF the opportunity to develop ground breaking fundraising initiatives EACSOFF long-term donors are receptive to long-term institutional growth and will support elements of the fundraising strategy towards this goal 	<p>THREATS</p> <ul style="list-style-type: none"> Lack of resources to institutionalize fundraising within the organisation's existing programmes and structure Competition from other more established organizations in EAC Lack of time among present staff to solicit and secure initial funds to develop this funding strategy. Reduced financing from donors because of the uncertainty of the global economy

As shown in the SWOT above, this trend is quite reflective of the moment in which we live today. Hence strategies need to be expeditiously put in place as deliberate attempts are made to mitigate the immediate and long term impact of this present context for effective functioning of the organization. The utmost opportunity for EACSOFF to engage such trends lies in marketing its strategic position as a regional CSO platform in EAC and for the organization to be seen to be playing this role. This will be a huge opportunity and strength in the fundraising efforts of EACSOFF. While overtime EACSOFF has been recognized by different stakeholders including its membership, government and development partners, it is in the way the organization positions itself to take forward, market and implement the value added embedded in the new strategy that will ensure that the organization remains relevant – indeed as a platform - to a range of actors.

4.0 EACSOFF's Fundraising Principles

The vision, mission, goals and strategic priorities of the organization inform EACSOFF fundraising activities. Efforts will be made to ensure that the values, identity and integrity of the organization are not compromised, distorted or subverted in the process. Essential features of EACSOFF fundraising policy are:

Relations with funders and supporters

- EACSOFF will seek funding to develop work within its programmes areas and on a national and regional basis. Funding should be in line with agreed strategies for EACSOFF work
- In developing funding proposals, EACSOFF will take into consideration its capacity to implement and manage the proposed projects
- When negotiating with donors, we will ensure that the terms and conditions of funding agreements and the procedures and timetable for reporting are mutually acceptable. Staff will receive appropriate training where necessary
- EACSOFF will work towards building cash and uncommitted reserves to avoid cash flow problems
- EACSOFF will seek to develop relationships and partnerships with its major donors. This will be achieved through a comprehensive communication strategy that seeks to understand each

other's work and values and resolve potential power dynamics, which usually occur in donor-recipient relationships. Donors will be considered as important stakeholders in EACSOF work and will be regularly consulted and kept informed of developments and trends in the organization.

- EACSOF will not discourage donor-advised programmes as long as they fit in with the organisation's overall mission, and there is appropriate institutional capacity to support the implementation of such programmes. EACSOF will however scrupulously avoid donor-driven initiatives.

Team Approach

- Fundraising for the organisation will be a team effort. The Governing Council Chair, Council members, CEO and staff will all work together, in varying capacities, to see that the organization meets its fundraising targets each year
- All fundraising will be under the office of the CEO. Copies of all funding proposals should be kept in a central funding applications file which will be held by the Head of Finance and Administration
- Each Governing Council Member and Senior Management staff will be encouraged to *voluntarily* donate at least \$500 to EACSOF annually. This could be done through doing work where EACSOF earns a percentage or giving cash contributions
- All members of the team are fully aware of the purpose, objectives and targets of the fundraising strategy
- All non-staff members of the EACSOF team are committed to EACSOF institutional capacity fundraising goals and will contribute their services, skills and contacts voluntarily and will not expect any financial remuneration for their services

Managing Fundraising

- In preparing budgets and costing for fundraising, EACSOF will ensure that the full organisational and administrative costs are taken into consideration. Such costs include training and human resource development, evaluation, communication, and fundraising, enhancing board effectiveness, equal opportunities and other related issues
- The Treasurer, CEO, Head of Finance and Administration, and Finance Committee will monitor and review the organisation's fundraising and expenditure on a regular basis
- The Governing Council and the Director will seek appropriate technical advice on investing uncommitted reserves on behalf of the EACSOF
- All contributions pledged and realized will be turned over to EACSOF for accountability and will be acknowledged
- All EACSOF members will make a financial contribution to the Endowment appeal

Unique Selling Points

- EACSOF provides a rare bridge between CSO platform, policy work and activism in its work
- EACSOF offers a bridge of understanding between Regional NGOs, INNGOS and Government in the EAC Region
- EACSOF has developed within a short period a track record for well-run and innovative programmes

5.0 Strategic Actions Areas

Establish the 'ideal' resource requirements for the EACSOF to operate: It is urgent that the organisation undertakes a cost assessment of the ideal resource base requirements for the organisation to effectively operate both institutionally and at programme level. The assessment process should also be one that incorporates a 'thinking big' reflection in terms of programmes and

resources required for implementing the programmes. The outcomes of this assessment should then be the basis for our engagement with potential and new donors.

Focus on strengthening internal systems organisation: More effort and focus needs to be placed on strengthening the internal systems and capacity of the organisation particularly those that have a bearing to internal financial management. EACSOF will therefore ensure that it reviews its structures so that it can pass any due diligence financial assessments.

Market the specific Programme Areas: Different donors may be interested in supporting particular Programme Areas of the Strategy. This will be established and in such cases EACSOF will market the particular programme area to the donor but also to ensure that the related institutional and operational costs for that programme area form an integral part of the discussion with the donor.

Membership Renewal and Subscription: Membership contribution has previously accounted for less than 1% of the entire EACSOF budget despite enormous potential for members to substantially contribute to the organizational budget. It is only at the time of governance elections that a meager increment in collections would be realized. Admittedly, there was a general lack of interest of members to continue with subscription payments without any benefits accruing from their membership. A Membership overhaul will be conducted to identify member needs and mobilize and recruit new members, spell out obligations/benefits in a Membership Charter, agree on an efficient membership request and approval process; identifying and investing in areas that will make members proud including regular communication with them and profiling their work.

Approach the Private Sector: The fundraising environment continues to tighten and more options need to be explored. Greater engagement with the private/corporate sector will be explored. It is important to appreciate that donors such as corporates are not interested in 'charity' per se but are interested in solutions i.e. wanting to know the best way to transfer resources to needy causes so that the need is eliminated. EACSOF should approach carefully selected private sector organisations – those that espouse the principles of corporate social responsibility - to market its cause and seek support from them.

Special Programmes and Collective CSO Platforms: EACSOF will endeavor to play host to a special partnership programs and initiatives for resource mobilization. Such platforms can contribute to the institutional costs of the organisation. However, caution should be taken in determining what programme or platform are to be hosted. Only programmes that add value to the ongoing work of the organisation will be encouraged.

Consultancy and Research: EACSOF recognizes the value of its senior staff undertaking limited consultancy for outside bodies. This work is an important channel through which knowledge and expertise can flow to and from EACSOF and other external agencies and therefore contributes to the development of growing and productive relationships with these bodies. It is therefore the EACSOF policy to encourage staff to engage in limited consultancy wherever appropriate in a manner that is consistent with their contractual responsibilities. A fee will be levied from proceeds from each consultancy by staff and will contribute to the institutional costs of the institution.

Move towards the non-traditional donors: EACSOF should map out and identify more donors, foundations and other progressive philanthropies.

6.0 Realizing the Fundraising Goals: An Implementation Plan

6.1 To increase EACSOF's funding base for long term institutional capacity building and programmes

- To set up a staff function for fundraising and resource mobilisation to co-ordinate EACSOF's fundraising activities
- To plan and launch a five-year international endowment fundraising appeal in the first year of the current strategy
- To develop EACSOF's profile in order to increase the organization's funding potential and increase resources from bilateral and multi lateral agencies
- To develop funding opportunities from private companies
- To develop programmes which will enable the EACSOF's generate its own income

6.2 Fundraising Management Strategy

- Establish role and responsibilities for fundraising and resource mobilization
- Establish a Fundraising Committee of the Board of Governors and involve international advisers, staff and volunteers to assist with the preparation of endowment appeal material and implementation of the strategy
- Build staff capacity for fundraising and resource mobilization, through communication and fundraising training
- Develop realistic targets and fundraising budget
- Effective use of information technology (databases, website, email)
- Use the contacts and expertise of the GC and NEC
- Develop a comprehensive ethical investments policy

7.0 Funding Sources and Targets

7.1 Institutional Grants (International Foundations)

- Raise funding from International Foundations
- Raise funding from or through collaborative ventures with other organizations
- Raise funding from bi/multi-lateral bodies
- Raise funding through donor programs

7.2 Corporate Giving

- Raise funding from the private sector
- Raise funding from foreign private sector
- Seek corporate sponsorship to cover some of EACSOF's core costs e.g. free line from telephone company or advert on selected reports

7.3 Individual Giving

- Raise funding from EAC philanthropists
- Develop a web-based international fundraising project to target the 100 regular supporters for EACSOF programmes:
- Raise funding from foreign philanthropists:
- Identify 10 EACSOF Patrons who are prepared to make a contribution of up to \$1000 each year for 5 years
- Target 500 people over the next five years who can become 'Friends of EACSOF @ \$10 a month

7.4 Special Events

- Organize an EAC-wide ceremony to launch EACSOF Endowment appeal. The function will be a fundraising effort to attract donors, private companies, philanthropists and the corporate sector to pledge and support EACSOF
- Organize a donor round table for EAC based donors

7.5 Income-Generation

- Produce and market EACSOF merchandise such as books, T-shirts, pens, USBs, reports, Calendars, Dairies, Greeting Cards, e.t.c.
- Set up a gift shop
- Launch a feasibility study to determine the viability of an Endowment Fund
- Establish a trading arm of EACSOF as an independent profit-making company and offering consultancy services on matters of CSOs in EAC and Africa. This will include EACSOF training capability

8.0 Monitoring and Evaluation

A monitoring and evaluation process will be established that regularly monitors fundraising progress against set targets and goals. Internal, external activities will be assessed to measure results, impact and change. The following are some of the key aspects of the process.

8.1 Internal Processes

- Monthly meetings of staff members in EACSOF to determine the success, challenges of fundraising efforts against the needs and targets of the organization
- Fundraising staff appraisals by the CEO and Line managers to ensure that staff members are able to implement and achieve targets
- Governing Council members will review the organization's fundraising efforts and ensure that all efforts and activities are cost-effective and resulting in accumulation of finances
- Staff will monitor response to EACSOF fundraising drive by documenting the amount of funds generated from the appeal

8.2 External Process

- EACSOF reports to its members and donors will assess the changes that financial and material resources have contributed to the organization's development. The reports will form an important tool of feedback and critical assessment of achievement, lessons learnt and challenges facing EACSOF
- All monies received through special events will be monitored to ensure that all fundraising costs to the events are recovered. In addition all the preparations, communications, marketing strategies and materials will be evaluated to ensure that they are effectively contributing positively to the appeal

Table: EACSOE Fundraising Strategy towards Financial Stability

Task	Proposed activity	Time frame	Expected outcome	Indicators
Establish the function of fundraising and resource mobilization at the EACSOE	Recruit a fundraising expert on part time basis with a call-down contract to manage the fundraising function in the next 5 years	1 st quarter 2023	EACSOE will have necessary staff to implement fundraising strategy	Experts in place with clear TOR and deliverables
	Train and induct staff and board on the tips of fundraising	1 st quarter 2023	Staff appreciate fundraising as a core aspect of their work	Staff training held
	Develop a communication, media and marketing strategy targeting private companies, private foundations and trusts using supportive companies to open the way for others	1 st quarter 2023	A comprehensive 'in-house' policy on how to communicate with the donors, private foundations, trusts, companies Provide awareness and information among donors Open opportunities for resource mobilization to support institutional and endowment appeal costs	Records of communication with different donors and funders results into financial support or commitments
International Private Foundations	Develop a comprehensive list of international and regional organisation and trusts through internet searches and research	2 nd quarter 2023	EACSOE will have an updated list of potential donors to support institutional needs and grants making Internal workplan setting up the process of contacting the donors	EACSOE will increase its pledges and support towards its annual institutional budget
Individual friends of EACSOE	EACSOE will acquire a mailing list to develop a database of potential individual donors in Africa and around the world Develop a webpage with a specific marketing and fundraising function with capability to attract at	2 nd quarter 2023	Increased awareness and support of EACSOE programmes Increased financial support towards institutional budget Increased support for local	At the end of 5 years 10,000 people in EAC listed giving at least \$10 a year Recording of persons visiting the website and giving

	<p>least 3000 hits a month with pledges and support</p> <p>Develop effective media to attract potential donors to be reviewed monthly to assess impact</p>		<p>philanthropy from new sources</p> <p>Expanded list of individual supporters contributing a % of the annual budget</p>	<p>\$100,000 collected annually from individual giving</p>
Foreign governments and bilateral donors	Develop a profile of funding priorities for the bilateral donors and establish contacts	2 nd quarter 2023	<p>Increased awareness of EACSOFF programmes</p> <p>Strategic partnership established between EACSOFF and bilateral donors towards programme work</p>	Increased financial support from donors towards EACSOFF annual budget.
Media Events	EACSOFF will organize high profile events to publish the endowment appeal and solicit for support	3 rd quarter 2023	Increased knowledge and information on EACSOFF	Will result in more awareness about EACSOFF and financial support for its work
Special events	Events in all EAC Capital Cities and related opportunities like trade fairs, bazaars, CSO days, dinners, breakfast meeting e.t.c	3 rd – 4 th quarter 2023	High profile publish fundraising events	Media and public support

Annex 2: Logical Framework

Outcome Area A: CSOs in the East Africa region effectively coordinated to support the integration process and expand civic space		
Objective 1: <i>Objective 1: To strengthen CSO coordination, civic space and capacity to deliver on the EAC integration agenda</i>		
Key Result Area	Outcome Indicator	Mean of Verification
a. Building CSO Sector Capacity on EAC Integration	% of CSOs who capacity gaps on EAC integration have been addressed	Stories of change Program Innovations Vibrancy of CSOs working in integration Capacity impact evaluation reports
	Existence of capacity building models that inform CSO capacity development initiatives	Capacity building tools and manuals Capacity building reports by members M&E Reports
b. Protecting and Expanding Civic Space in East Africa	Evidence of a progressive legal and regulatory framework for CSOs in East Africa	CSO operating environment monitoring reports
c. Regional, National and Sub-National CSO Coordination	Evidence of well coordinated CSOs at Regional, National and sub-national levels	Reports on CSO coordination at various levels Impact reports
d) EACSOFF Member Support Services and Care	Evidence of a quality and well-coordinated membership	Satisfaction survey reports Stories of change from beneficiary organizations
Outcome Area B: People of the East Africa region are informed, engaged and capable of participating in regional integration processes		
Objective 2: <i>To conduct initiatives where EAC people are informed and engaged in the EAC integration process</i>		
People-led Popularization, Awareness and Participation in the Integration Agenda	Evidence of people-led initiatives on the integration agenda in EAC partner States	Monitoring reports Stories of change
b) People-led Advocacy and Monitoring of the Integration Agenda	Evidence of change in policy and practice in selected advocacy areas	Monitoring reports Impact reports and evaluations
	Evidence of support for people-led issues by leaders in EAC at various levels	Monitoring reports

		Statements of leaders relating to selected issues
c) People-led Advocacy on the African Charter on Democracy Elections and Governance (ACDEG)	Evidence of change in policy and practice in selected advocacy areas	Monitoring reports Impact reports and evaluations
	Evidence of domestication of ACDEG in the EAC Member States	Monitoring reports Statements of leaders relating to selected issues
Outcome Area C: Effective policy engagement by EACSOF and its partners in regional integration issues		
<i>Objective 3: To conduct effective policy engagement by EACSOF and its partners on regional integration issues</i>		
a. Mapping of EAC Integration Policy Processes for People-Led Engagement	Evidence of EACSOF-led priority policy issues % of organizations that are active in policy advocacy on integration	Policy monitoring reports Best practice reports Policy statements by leaders
b. EAC Integration Policy Research and Advocacy	Evidence of EACSOF-led policy changes	Policy positions papers Policy briefs Policy meeting reports Monitoring reports Impact reports and stories
c. Rollout the EAC Regional Policy Observatory	Evidence of policy concerns and issues generated by the Policy Observatory	Policy Observatory Reports Monitoring Reports
Outcome Area D: Knowledge, Communication and Results Management Enhanced		
<i>Objective 4: To ensure that EACSOF's vision and mission is supported by a clear knowledge and results management process</i>		
a. Results Management	Activities aligned to budgets and work plans Desired outputs/outcomes are being met Improved quality of work and Results	Monitoring and evaluation strategy Annual monitoring plans and reports Internal monitoring systems and reports
b. Learning	EACSOF information needs are fulfilled and progress monitored EACSOF staff make contributions	Internal learning Calendar

	<p>in different knowledge sharing spaces</p> <p>Clear learning tradition in place</p>	<p>EACSOF Staff papers and presentations at conferences/webinars</p> <p>Annual learning events and Immersions</p>
c. Knowledge brokerage	<p>Routine measurement and tracking of progress</p> <p>New knowledge and learning fostered and shared</p> <p>Staff understand the theory of change and engage partners with it</p>	<p>Blogs/articles in newspapers and Online</p> <p>Informal spaces and initiatives in place for sharing new knowledge</p> <p>Training reports for staff on critical reading and analytical skills</p>
d. Communication	<p>Interactive online sharing of EACSOF work</p> <p>Communication policies and brand manual adhered to</p> <p>Compilations of EACSOF media presence available in hard and soft copy</p> <p>Staff understand and consistently use communication policies</p>	<p>New/re-designed website</p> <p>Increased recognition of EACSOF work in the media</p> <p>Media database and MoUs with media houses in place</p>
Documentation	<p>EACSOF resources available online and offline</p> <p>Internal documentation well managed and easily retrieved</p> <p>Well managed archive of key documents by EACSOF</p>	<p>Resource center reports</p> <p>Documentation systems and policy documents</p> <p>EACSOF archive</p>
Outcome Areas E: EACSOF operates as an efficient institution promoting regional integration		
<i>Objective 5: To provide institutional program delivery support services for EACSOF</i>		
a. EACSOF Institutional Financial Management	<p>Financial statements by reputable audit firm and unqualified audit results</p> <p>Implementation of a cashless financial system</p> <p>Availability and optimal use of resources to deliver on organizational work plans</p>	<p>Audit Reports and Management Responses</p> <p>Administration Reports</p>

	Fully equipped and functional office	
b. EACSOE Human Resource Management	<p>Functional human resource system</p> <p>Refresher courses on existing organizational policies</p> <p>Staff positions filled and delivering on organizational mandate</p>	<p>Human Resource Reports</p> <p>Staff motivated and skills developed to suite their strengths/interests</p> <p>Staff List and Organogram</p>
c. Institutional Governance and Oversight	<p>% of members participating in EACSOE AGM</p> <p>Strategic decisions of the Governing Council implemented by Secretariat</p> <p>Secretariat delivers on agreed work plans and mandate</p> <p>Development Partners' recommendations implemented Policies endorsed and enforced by secretariat</p>	<p>AGM Minutes and Attendance Lists</p> <p>Annual Reports</p> <p>Board Minutes and Action Matrices</p> <p>Staff Meeting Minutes, Work plans and Reports</p> <p>Joint Annual Review Reports/Minutes Record of Policies Developed</p>

Annex 3: Risk and Mitigation Matrix

Risk	Description/Discussion	Mitigating measures	Likelihood
Internal			
Limited resources to kick start the implementation of the strategic plan	EACSOE does not have the required resources to implement this strategy and need to do an urgent fundraising for seed funds to kick off the implementation process	An urgent Donor Roundtable is needed to start the fundraising EACSOE should also consider working with an expert on fundraising who can support the secretariat in the short term as an outsourced service	Medium
Very Limited Staff numbers to implement the work	EACSOE has limited and needs to urgently ensure that there are people to support the secretariat at a technical level so that the programming does not get compromised by lack of staff members	EACSOE will have to explore the use of different staffing models. While we wait to fund resources to recruit staff – experts who can give some support to the secretariat that are based at the country chapters could be invited to be part of the interim expert group to kick start the implementation . EACSOE may also consider working with volunteers who can support the work of the organization. The Governing Council needs to discuss this issue and endorse this interim arrange that will be phased out as resources become available.	High
External Risks			
Political and Enabling Environment Challenges	There is no envisaged negative political interference that can badly affect EACSOE operations at regional level. However, at the national level, operations can be jeopardized by political processes such as change in national constitutions and elections. While EACSOE should be preparing to kickstart its	EACSOE should ensure that it remains apolitical and that it complies with all the policies and regulations set. EACSOE should also undertake strong high-level advocacy to ensure that it receives EAC and member governments’ recognition and support. EACSOE should explore ways of being part of the peace efforts in DRC and promote citizen voice towards peace in the region	High

	presence in DRC, it now has to wait till the conflict is over.		
Coordination and collaboration	Weak coordination among the different elements (CSOs, national EACSOFF chapters and the Regional Secretariat	Strengthen the Governing Council through regular meetings and information exchange.	High
Competition from other CSOs claiming similar spaces	Some organizations may misunderstand EACSOFF work and want to compete instead of collaborate with EACSOFF	Strengthen collaboration with all NGO Networks and adopt principles of 'No-Competition' as EACSOFF	Low
Significant fall in donor resources High	With the Covid pandemic and its effects as well as the war in Ukraine there are many changes in donor interests	Work on a sustainability strategy For EACSOFF – which include social enterprises and asset building	Medium

Annex 4: Indicative Budget

Outcome Area A: CSOs in the East Africa region effectively coordinated to support the integration process and expand civic space					
Objective 1: <i>Objective 1: To strengthen CSO coordination, civic space and capacity to deliver on the EAC integration agenda</i>					
Key Result Area	Year 1	Year 2	Year 3	Year 4	Year 5
a. Building CSO Sector Capacity on EAC Integration	100,000	125,000	125,000	125,000	100,000
b. Protecting and Expanding Civic Space in East Africa	100,000	150,000	150,000	120,000	120,000
c. Regional, National and Sub-National CSO Coordination	50,000	120,000	150,000	170,000	150,000
d) EACSOE Member Support Services and Care	50,000	70,000	70,000	70,000	50,000
	300,000	465,000	495,000	485,000	420,000
Outcome 1 – Five Year Total					2,165,000
Outcome Area B: People of the East Africa region are informed, engaged and capable of participating in regional integration processes					
Objective 2: <i>To conduct initiatives where EAC people are informed and engaged in the EAC integration process</i>					
People-led Popularization, Awareness and Participation in the Integration Agenda	50,000	100,000	100,000	80,000	50,000
b) People-led Advocacy and Monitoring of the Integration Agenda	50,000	120,000	150,000	150,000	100,000
Outcome Areas 2 – Five Year Total					570,000

Outcome Area C: Effective policy engagement by EACSOE and its partners in regional integration issues					
<i>Objective 3: To conduct effective policy engagement by EACSOE and its partners on regional integration issues</i>					
a. Mapping of EAC Integration Policy Processes for People-Led Engagement	100,000	150,000	180,000	120,000	120,000
b. EAC Integration Policy Research and Advocacy	100,000	120,000	120,000	100,000	90,000
c. Rollout the EAC Regional Policy Observatory	90,000	50,000	50,000	50,000	50,000
	290,000	320,000	350,000	270,000	260,000
Outcome Area 3 – Five Year Total					1,490,000
Outcome Area D: Knowledge, Communication and Results Management Enhanced					
<i>Objective 4: To ensure that EACSOE's vision and mission is supported by a clear knowledge and results management process</i>					
a. Results Management	25,000	30,000	30,000	30,000	100,000
b. Learning					
c. Knowledge brokerage	20,000	30,000	25,000	25,000	25,000
d. Communication	50,000	50,000	50,000	50,000	50,000
Documentation	20,000	30,000	35,000	40,000	40,000
	115,000	140,000	140,000	145,000	215,000
Outcome Area 3 – Five Year Budget					755,000
Outcome Areas E: EACSOE operates as an efficient institution promoting regional integration					
<i>Objective 5: To provide institutional program delivery support services for EACSOE</i>					
a. EACSOE Institutional Financial Management	30,000	30,000	30,000	30,000	30,000
b. EACSOE Human Resource Management	50,000	100,000	100,000	100,000	100,000

c. Institutional Governance and Oversight	50,000	100,000	100,000	100,000	130,000
	130,000	230,000	230,000	230,000	260,000
Outcome 5 – Five Year					1,080,000
Total 5 Year Budget					6,060,000

Annex 5: EACSOF Organization Structure

