



Communications for All in East Africa

EACO

STRATEGIC PLAN 2023-2028

MAY 2023

List of Acronyms

ARICEA: Association of Regulators of Information and Communication in Eastern and Southern Africa

ATU: African Telecommunications Union

AUC: African Union Commission

CA: Communications Commission of Kenya

CERT: Computer Emergency Response Team

COMESA: Common Market for Eastern and Southern Africa
CRASA: Communications Regulators' Association of Southern Africa

CTO: Commonwealth Telecommunications Organization

EAC: East African Community

EACO: East African Communications Organization
EXCOM: Executive Committee

FARM: Finances, Audit and Risk Management

GIZ: Gesellschaft für Internationale Zusammenarbeit

GSMA: Global System Mobile Association

ICT: Information Communication Technology
ISOC: Internet Society

ITU: International Telecommunication Union

LCAC: Legal and Constitutional Affairs Committee

LHRC: Legal and Human Resource Committee

LM/HA: Liaison Manager Human Resource and Administration

LM/ICT: Liaison Manager Information Communication Technology

LM/RA: Liaison Manager Regulatory Affairs

MFS: Mobile Financial Services

NRA: National Regulatory Authority

ONA: One Network Area

PAPU: Pan African Postal Union
PESTEL: Political, Economic, Social, Technological, and Environmental

QoS: Quality of Service
QoE: Quality of Experience

RURA: Rwanda Utilities Regulatory Authority

SADC: Southern African Development Community

SDG: Sustainable Development Goal

SPIDER: Swedish Program for ICT in Development Regions

SWOT: Strengths, Weaknesses, Opportunities and Threats

UCC: Uganda Communications Commission

UN: United Nations
UPU: Universal Postal Union

USD: United States Dollar

WG: Working Group
WRC: World Radio Conference

WSIS: World Summit on the Information

Table of Contents

<i>List of Acronyms</i>	<i>ii</i>
<i>FOREWORD BY CHAIRMAN</i>	<i>vi</i>
<i>ACKNOWLEDGEMENT BY EXECUTIVE SECRETARY</i>	<i>viii</i>
<i>EXECUTIVE SUMMARY.....</i>	<i>x</i>
<i>1. Preamble</i>	<i>1</i>
1.1. Establishment of EACO	1
1.2. Mandate.....	1
1.3. Organs of EACO.....	2
1.4. Rationale of the Strategic Plan	2
1.5. Methodology	3
<i>2. SITUATIONAL ANALYSIS</i>	<i>4</i>
2.1 Review of Status of Implementation of the 3 rd Strategic Plan (2018-2023).....	4
2.1.1 Performance Status/Achievements	4
2.1.1 Projects/Activities pending Implementation	5
2.1.2 Implementation Challenges	5
2.1.3 Lessons learnt.....	5
2.2 SWOT & PESTEL	6
2.3 Regional & Global Trends	9
<i>3. STRATEGIC DIRECTION</i>	<i>11</i>
3.1 Vision.....	11

3.2	Mission.....	11
3.3	Core Values.....	11
3.4	Goals and Strategic Objectives.....	12
3.5	Programmes.....	16
3.6	Strategic Risks	16
4.	<i>IMPLEMENTATION & MONITORING.....</i>	<i>19</i>
4.1	Implementation Matrix.....	19
4.2	Resource Requirements	19
	<i>ANNEXES.....</i>	<i>1</i>
	Annex I: Implementation Matrix	1
	Annex II: New EACO Structure	3

FOREWORD BY CHAIRMAN



On behalf of the Executive Committee of the East Africa Communications Organization (EACO), I am pleased to present the 4th Strategic Plan for the period 2023-2028.

This five-year Strategic Plan sets forth EACO's long-term strategic goals and objectives for carrying out its mandate of strengthening and promoting cooperation among the EAC Member States through the development of the communications sector in the East Africa region. The Strategic Plan outlines the road map for implementing the strategies that will drive the EAC region digital transformation agenda.

The Strategic Plan has been developed in line with the organisation's aspiration of promoting cooperation amongst stakeholders in the development and provision of ICT services in the East African region.

The Vision for this Strategic Plan is *"A digitally empowered East Africa region"*. This provides the dream of EACO to drive the digital transformation agenda in the region taking into account the increased adoption of ICTs as an enabler of growth in all sectors of the economies

EACO is committed to carrying forward its mission of coordinating the development of the communications sector in the EAC region through harmonization of policies and regulatory frameworks and spearheading regional initiatives as outlined in this Strategic Plan.

It is our hope that through the effective implementation of this Strategic Plan, we shall tackle the strategic challenges identified so that EACO remains relevant to the communications sector in the region. To achieve this, I would like to urge all EACO members to actively participate in the EACO projects and programmes and continue increasing their membership contribution to strengthen the financial resource base need for the successful implementation of this Strategic Plan.

My gratitude and appreciation go to all EACO Members, stakeholders and Partners for their continued support and contribution to EACO which has in past eleven years expanded its programmes and networks.

I want to specifically thank and commend the Executive Committee (EXCOM), the Secretariat, Working Groups (WGs) and Committees which through their joint effort and commitment have sustained and satisfactorily coordinated the various work and programmes of our organization.

Eng. Patrick Emile Baganizi

CHAIRMAN EACO EXECUTIVE COMMITTEE

ACKNOWLEDGEMENT BY EXECUTIVE SECRETARY



Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. It is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward.

This is the 4th EACO Strategic Plan since the Secretariat was established. It sets out what we intend to achieve over the next five years in delivering our mission which is to coordinate the development of the ICT sector through harmonization of policy and regulatory framework in the East African region. It is built upon the success and achievements we have delivered through our previous Strategic Plans.

To realize the Vision of this Strategy, three (3) Strategic Goals have been formulated as the key focus areas, namely: (1) Regional Digital Transformation; (2) Connectivity, inclusivity and affordability; and (3) Institutional capacity and sustainability. The Strategic Plan has eight (8) strategic objectives and nineteen (19) programmes that are transformational in nature.

These strategies and programmes were developed through a consultative multi-stakeholder process, involving EACO members and stakeholders. This consultative process was organized through the workshop held in Kigali, Rwanda on 23rd -25th January 2023 and validated on 24th – 28th April 2023 with a single agenda to discuss the EACO Strategic Plan 2023-2028. Several other documents were also used as reference in this process. These include but not limited to: UN Sustainable Goals – in particular Goal 9; East African Community Treaty East African Community Vision 2050 and from EACO Regional E-waste Management Strategy, 2023.

EACO is very grateful to all those who contributed to this process in different ways and recognizes their effort, dedication and their invaluable inputs in the planning process.

First and foremost, special thanks go to the Members of Executive Committee of EACO for their continued support, guidance, and leadership extended to EACO Secretariat.

Special thanks also go to Communication Authority of Kenya for availing Dr. James Njeru to lead the EACO Secretariat team throughout the strategic planning process to the finalization of this Strategic Plan.

Finally, the development of this Strategic Plan has benefited enormously from the excellent engagement of our staff.

I look forward to working with all of you to achieve the objectives set in this strategic Plan.

Dr Ally Y. Simba

EXECUTIVE SECRETARY

EXECUTIVE SUMMARY

The East African Communications Organization (EACO) was established in July 2012 with a mandate of strengthening and promoting cooperation among the six EAC Member States through the development and provision of telecom, postal and broadcasting services in East Africa. EACO is thus marking six years since its permanent Secretariat was established in Kigali, Rwanda where it is headquartered. In the past ten years, EACO has not only expanded its programmes and networking but has also made some vibrant contributions to the communications sector in the region and beyond. EACO is committed to ensuring the growth of the communications sector in the East Africa Region through development of relevant projects and programmes and harmonization of policies and regulatory frameworks, promote the development of ICs, and devise ways and means to achieve fast, reliable, secure, affordable and efficient communications services within the Community (EAC).

According to EACO constitution, under article 11, EACO Secretariat among other duties is tasked to develop and implement a Strategic Plan, and management of all EACO programmes and projects.

Since the Secretariat was established in 2012, EACO developed and implemented three Strategic Plans of five (5) years each. The three Strategic Plans mainly focused on the development of guidelines documents on the harmonization of ICT Policies and Regulatory Frameworks, promoting the development of ICTs services through various for a, building & enhancing collaborative relationship with its partners, building capacity of its members through tailored capacity building programmes, and enhancing its revenue base through the diversification of sources of revenue generation.

Some of the key milestones that EACO has achieved in the past five years are as follows:

- i. The request by EACO to become an EAC Institution has been spearheaded upto the level of Council of Ministers who will have to pronounce themselves on whether the institution in charge ICT at the EAC secretariat becomes EACO.
- ii. The coordination on the common position of EACO for the WRC-23. EACO has been coordinating meetings putting together stakeholders in the ICT sector in the EAC region and beyond. These have been able to come with harmonised positions that have been presented at both regional and global level.
- iii. Nineteen documents in the form of policy, guidelines, frameworks & strategies on harmonisation & regulatory frameworks were developed ready for

implementation as detailed in the status of implementation of work of the previous strategic plan.

- iv. The Databank project was initiated and its implementation is ongoing. Reports have been generated for the past two financial years. The Project will be launched during the Congress in June 2023 and thereafter reports will be published consistently by the Secretariat.
- v. EACO has come up with the smartphone initiative to help increase smartphone penetration in the region. The project is being implemented as a pilot in Rwanda and will later be replicated in other EAC countries depending on the success it registers in Rwanda.

The Strategic Plan (2023-2028) serves as a planning and performance management tool that aims at directing and monitoring overall corporate activities of EACO over the next five years. The process taken to develop the plan has been participatory and consultative, with the involvement of EACO management as well as members (Chairs & Vice Chairs of Committees & Working Groups) and stakeholders. The planning process included the review of the current strategic plan (2018-2023), analysis of stakeholder's needs and identification of regional & international EACO's stakeholders.

A situational analysis was carried out using SWOT and PESTLE analysis where the strength and weakness internal to the organization, and the opportunities and threats external to the institution were identified and the macro environment scanned and the results for both analyses were used to identify the current and potential strategic enablers (strength and opportunities of a strategic nature) and strategic challenges/pains (weakness and threats of a strategic nature) pertaining to EACO.

The elements of strategic foundation namely the Vision, Mission and Core Values were also revised taking into account the current trend of ICT sector at regional and international level and looking at where EACO tends to position itself in future perspective.

The implementation of strategic objectives and activities shall be monitored and evaluated through the Rolling strategic plan on an annual basis.

1. Preamble

The East African Communications Organization (EACO) has embraced strategic planning since its establishment in 2012. This is the fourth strategic plan for the period 2023-2028. This strategic plan has three goals and eight strategic objectives which shall guide the organization in the new direction of ensuring that we have a digitally enabled East African Region. The dynamism of the Communications sector continues to drive changes in the operating environment for business, industry, policy, legal and regulatory conditions. Recognition of these changes was key in influencing the thought process during the development of this strategic plan.

1.1.Establishment of EACO

The East African Communications Organization (EACO) is a regional organization that brings together National Communications Regulators, Operators in the telecommunication/ICT broadcasting and postal sectors and ICT institutions in the six (6) EAC Partner States namely Burundi, Kenya, Tanzania, Uganda, Rwanda and South Sudan.

It is registered as a regional organization with legal and diplomatic status in the Republic of Rwanda from 18th September 2012. EACO is thus hosted in Rwanda, through a Hosting Agreement with the Government of the Republic of Rwanda and its office is located at Ex-Fair House, 1st Floor, KN6 AV 11 in Kigali.

The Membership of EACO is composed of Communications Regulators, Sector members and Associates. The Organization currently has 6 Regulatory members, 62 Sector members and 8 Associate members.

In addition, during the past 10 years, EACO has built and strengthened its collaborations and relationship with regional and international partners.

1.2.Mandate

The mandate of the organization is to coordinate development of the Communications sector through harmonization of policy and regulatory framework in the East African region;

The specific objectives of EACO are:

- i. To harmonize ICT Policy and regulatory frameworks in the East African region.

- ii. To promote the development of broadcasting, postal and telecommunications/ ICTs.
- iii. To devise ways and means to achieve fast, reliable, secure, affordable and efficient communication services within the EAC region.

1.3. Organs of EACO

The activities of EACO are managed and implemented through 4 organs, namely: the Congress, the Executive Committee, Assembly of Parties and the Secretariat.

Congress: The Congress which comprises of all EACO members, is the highest decision-making organ of EACO to which both the Executive Committee and the Assemblies report. The Congress meets once every two years and is open to all ICT Stakeholders in the Region and beyond who attend as observers. The Chairperson of the Congress is elected by EACO members from amongst Chief Executive Officers of the Regulatory members and elections have due regard to the principle of rotation.

Executive Committee: The Executive Committee is responsible for overseeing and directing the affairs of the organization in between meetings of Congress. It plays an oversight role over the Secretariat. The Executive Committee comprises the following members: The Chief Executive Officers of the Regulatory Members, the respective Chairpersons of the Assemblies of Postal, Telecommunications and Broadcasting Operators and the Executive Secretary. The Chairperson of the Congress also chairs the Executive Committee.

Assemblies: EACO has specialized Assemblies which meet once every year to discuss and deliberate on issues in the Communications sector in the region. These are: Assembly of Broadcasting Operators, Assembly of Postal Operators, Assembly of Regulators and Assembly of Telecommunications Operators. The Chairman of an Assembly is elected from amongst members of the Assembly and the election has due regard to the principle of rotation.

Secretariat: The Secretariat is responsible for conducting and executing EACO business operations on a day-to-day basis. It is headed by the Executive Secretary.

1.4. Rationale of the Strategic Plan

In fulfilment of Article 11 (iv) (b) EACO constitution which stipulates that the Secretariat shall be responsible for the development and implementation of the strategic plan, the Secretariat through the working groups and committees has identified programmes for implementation in line with the organizations' mandate.

This Strategic Plan provides the direction in which the Organisation will take in the next five years (2023-2028) through its mission as well as the developed measurable goals and objectives. This strategic plan has developed a detailed implementation matrix of activities that will be translated into task for guiding day-to-day decisions of the Organisation, including assessment of progress made during the five-year period.

1.5.Methodology

The development of this Strategic Plan involved a participatory approach allowing for inputs from both internal and external stakeholders. The development process involved review of key internal and external documents, desktop research on ICT trends, interviews and group discussions guided by a criterion developed by the Secretariat in liaison with the lead expert. This included setting up a strategic plan preparatory committee composed of Working Group and Committee Chairs and Vice Chairs. The committee met, with the facilitation of a strategic planning expert, to review the criterion developed by the Secretariat and thereafter held meetings with their respective members to obtain views and contribution towards the development of this Strategic plan. The adoption of this approach was meant to ensure that proposed activities come from the technical working groups and committees who not only understand the gaps in the sector, but are also responsible of implementation of the frameworks and recommendations emanating from EACO outputs. This would in turn result into higher completion rate of the activities in the strategic plan.

Additionally, the EACO Secretariat designed a questionnaire to get contributions from multiple stakeholders that included; ICT regulators, Telecommunication, Postal and broadcasting operators, Academia, Internet Service Providers and Data centres among others. The feedback received from these stakeholders was used by the preparatory committee in determining the strategic direction that Organization during the planning period 2023-2028.

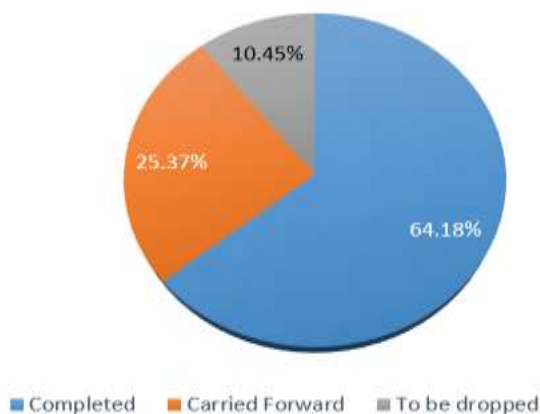
2. SITUATIONAL ANALYSIS

2.1 Review of Status of Implementation of the 3rd Strategic Plan (2018-2023)

The 3rd Strategic Plan for the period 2018-2023 had identified four (4) pillars, namely (i) Harmonization of communications sector policy and regulatory Frameworks); (ii) Promotion and development of regional Communications Sector programs & projects; (iii) Research on Technology and Service development; and (iv) Operational Excellence for implementation. The achievement of these pillars was premised on 24 objectives and implementation of 67 activities and 4 projects.

2.1.1 Performance Status/Achievements

Out of Sixty-seven (67) activities planned for implementation in the five-year period, 64.18% have been completed. Due to various challenges (among them insufficient funding as well technological advancement) experienced during the implementation period, 10.45% of the activities have been dropped while 25.37% have be carried forward to this strategic plan of 2023-2028. A graphical presentation of this is illustrated in the chart below.



The development databank project and the implementation the e-waste management strategy were completed in the previous strategic plan period, however given the dynamic nature of these projects, their implementation and updates will be carried forward with more mandate on other sub-sectors being included into the projects. This include for instance the update of the EACO database with other indicators from other subsectors like broadcasting and postal. The EACO clearing house project was carried forward to the new strategic plan with amendment in the deliverables while the harmonization of national addressing system and postcodes was redesigned to development of a harmonized strategy for Addressing and post code.

2.1.1 Projects/Activities pending Implementation

The following projects/ activities have been carried forward for implementation during the next cycle.

- i. EACO Clearing house Project
- ii. Development of harmonised strategy for Addressing and Post code.
- iii. Develop Model Post & Courier Policy and regulatory Framework
- iv. Harmonized /Model Broadcasting Policy and Regulatory Framework
- v. Develop strategy document on Gender and ICT inclusion for EACO was improved to Identify and implement mechanisms to enable access and usage of ICTs by Youth, women and PWDs and carried forward
- vi. Develop concept note for M2M and IoT Identification. This was improved to Develop guidelines for M2M and IoT Identification
- vii. To develop a regional Strategy for establishing and Operationalization of CERTs, coordination, connectivity to facilitate timely response to Cyber security events within the Region. But this was broken down into two areas in the new strategic plan to include “Establish framework for collaboration among the national CERTs in the region and Development of operational procedures for the regional CERT”.

2.1.2 Implementation Challenges

In the process of implementation of activities in the previous cycle, EACO experienced challenges of institutional and sector nature. These include but not limited to the following:

- i. Limited technical expertise Working Groups- for instance activities under WG1 were delayed due to lack of expertise in areas of Telecommunications, Postal and Broadcasting.
- ii. There was also limited time to complete all activities for several other working groups due to competing work priorities for working group members.
- iii. The scope for some of the activities was changed along the implementation period and thus the new requirements could not be completed in time.

2.1.3 Lessons learnt.

During the implementation of the pervious strategic plan, EACO has learnt valuable lessons that informed and shaped the development of this Strategic Plan. These include, among others:

- i. The need to adopt a participatory approach allowing for inputs from both internal and external stakeholders. Thereafter hold a validation workshop to discuss and agree on all the projects/activities proposed in the new strategic plan. This was to ensure that all agreed activities were implementable during the strategic plan period.
- ii. It was also realized that there was need to restructure working groups to ensure that their leadership and composition delivers the mandate of the respective working groups as per the terms of reference. This is meant to ensure improved completion rate of the activities.
- iii. Revenue mobilization to ensure full funding of all projects and activities
- iv. In order to ensure full adoption of harmonised policies and frameworks in the region, consideration of joining EAC as an ICT specialised institution.

2.2 SWOT & PESTEL

The SWOT and PESTEL analysis were conducted to assess the capability of EACO to meet its members' expectations. These helped in identification of enablers and reforms that will be key points for the organisation to leverage on meeting the stakeholders' expectations and also handle the challenges in order to overcome the members' expectations.

<p>Strength</p> <ul style="list-style-type: none"> ● Availability of multi-professional, dedicated and motivated staff; ● Availability of experts within members; ● Presence of good and flexible governance structure; ● Strong ICT technical expertise; ● NRAs commitment to EACO activities; ● Availability of regional regulatory framework tools; ● Growing EACO brand/visibility 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Weakness in Legal Mandate leading to challenges enforceability of EACO Decisions across the region (debts, taxes and policy). ● Lack of financial stability (limited resources to implement activities of EACO and finance HR requirements). ● Inadequacy in the organization structure of the EACO. ● Lack of visibility of the EACO brand.
<p>Opportunities</p> <ul style="list-style-type: none"> ● Becoming an institution of the EAC ● Potential for getting new members due to the expansion of EAC ● Emerging technologies and digital transformation that require standardization 	<p>Threats</p> <ul style="list-style-type: none"> ● Change of top leadership of National Regulatory Authorities (NRA) ● Low compliance with EACO Congress decisions by NRAs e.g Rules and Procedures contained in the constitution,

<p>of policies and regulator frameworks</p> <ul style="list-style-type: none"> ● Partnerships with other multilateral organizations ● Uptake of ICTs in the region in particular and Africa in general ● Recognition of ICTs as a pillar for development in respective countries and the region at large ...NDPs, Digital Transformation Strategy for Africa-2030, Global digital agenda-2063 etc 	<p>membership fees, etc</p> <ul style="list-style-type: none"> ● Growing number of competing regional ICT organization(s) ● Low participation of members other than NRAs.
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II (A): PESTEL Analysis

<p>POLITICAL</p> <ul style="list-style-type: none"> ● Align the EACO strategic plan as per the new changes in the governments of the NRA's ● Changes in Tax regimes ● ICT digital Strategies laid down by governments within the region 	<p>ECONOMICS</p> <ul style="list-style-type: none"> ● Expanding markets – growth/expansion of the EAC region ● Digital jobs/online jobs/digital skills – to leverage on this as a region ● Tax and investment incentives ● Increased GDP – in terms of income per capita. ● Access to financial loans/services via online platform – from Banks/Telcoms/Money lenders
<p>SOCIAL</p> <ul style="list-style-type: none"> ● The youthful population ● Inclusivity of the digital divide ● Digital gadgets for social development, e-commerce, e-services ● Change of lifestyle – embracing digital services in most social sectors, e.g online shopping ● E-services of Government services – in Health, Education, Agriculture ● Embracing Language in Education e.g. Kiswahili, English, French – for ease of communication. 	<p>TECHNOLOGY</p> <ul style="list-style-type: none"> ● E-Services ● Content creation ● Cyber security and Data security ● Emerging Technology – IOTs, 5G, 6G

ENVIRONMENTAL <ul style="list-style-type: none"> ● E-waste policies and Regulations on managing e-waste issues ● Climate Change (Reducing emitting gases) 	LEGAL <ul style="list-style-type: none"> ● Data protection laws ● Intellectual property Rights laws ● Competition laws - on copyrights, mergers, etc
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II(B): Stakeholder Analysis

Stakeholders	Expectations
Regulators/Government (6)	<ul style="list-style-type: none"> ● Coordinated programmes ● Harmonized policies ● Engagement with various organizations and institutions to influence policy formulation and implementation ● Resource mobilisation for regional projects ● A robust source of information ● Input to development of Communications policies ● Seamless communication within the region ● Promotion of innovation ● A robust source of information
Sector Members (62)	<ul style="list-style-type: none"> ● Facilitation of a conducive environment for ease of doing business (harmonised policies, regulations and frameworks) ● Fair competition ● Participate in policy formulation process
Regional & EAC Bodies (ARICEA COMESA and SADC, ATU, PAPA, AU)	<ul style="list-style-type: none"> ● Contribute to regional Communications policy development ● A robust source of information ● Seamless communication within the region
International Bodies (CTO, ITU, UPU)	<ul style="list-style-type: none"> ● Contribute to international Communications policy development ● A robust source of information Seamless communication with the rest of the world (broad band services)

	<ul style="list-style-type: none"> • Strategic collaborations and cooperation
Development Partners (SPIDER, PRIDA, APC, JMAT, etc)	<ul style="list-style-type: none"> • Engage partners and agencies for possible funding • Enhancing EACO image to regional & international partners • Share market information of the sector
Academia (8)	<ul style="list-style-type: none"> • Support human resources development in Communications sector • Collaboration in the Research and Development • Participation ICT policy development • Promotion of innovation

2.3 Regional & Global Trends

This section provides an overview of trends and developments in ICT sector in terms of infrastructure, access and use in East Africa, Africa and the world at large. The section makes reference to the EACO data bank statistics as well as the ITU and GSMA facts and figures. As is the case world over, there has been an increase in adoption of ICTs since the emergency of the COVID-19 pandemic and the East African region should seize the opportunity of the increased adoption and leverage digital technology and services to build economies that are more resilient to future shocks, enhance productivity and efficiency in service delivery, and ensure more inclusive socioeconomic development.

According to the EACO databank management system statistics for Q1 FY 2022/2023, with a population of 192 million people, mobile phone penetration in the East African region is at 92.28%, mobile internet subscription at 57.03%, mobile broadband subscription at 35.84% while mobile money subscription is at 57.10%. The GSMA mobile economy report 2022 highlights the mobile usage gap of 3.2Billion which translates to 41% of the world population and a connected population of 4.19Billion which translates to 53% of the world population. However, ITU statistics show that as the world is hitting 8 billion inhabitants, 5.3 billion people or 66.25% are online, while 2.7Billion or 33.75% are still offline. In almost all regions the percentage of individuals owning a mobile phone is higher than the percentage of Internet users, however, the gap has been reducing as the mobile-broadband subscriptions continue to grow fast, approaching mobile-cellular subscriptions.

With connectivity in the East African region growing and just around 9% below the global connectivity, mobile connectivity has the potential to accelerate the region's digital transformation and drive socioeconomic development. However, realizing this potential requires deliberate policy measures to support network investments and improve the affordability of digital services for consumers. This would also reduce the mobile gender gap where globally, women remain 7% less likely to own a mobile phone than men, and are 16% less likely to use mobile internet.

These interventions will be in line with what ATU envisions which is an Africa that is empowered as a full and active participant in the global information and knowledge society. They also be in line with the Digital Transformation Strategy for Africa (DTS) 2020-2030 which envisions an integrated and inclusive digital society and economy in Africa that improves the quality of life of Africa's citizens, strengthens the existing economic sector, enables its diversification and development, and ensures continental ownership with Africa as a producer instead of a consumer in the global economy. The achievement of the vision shall be based on the use of digital technologies and innovations to "transform African societies and economies to promote Africa's integration, generate inclusive economic growth, stimulate job creation, break the digital divide, and eradicate poverty for the continent's socio-economic development and ensure Africa's ownership of modern tools of digital management and is considered a strategic priority for the continent."

The development of the EACO strategic plan took cognisance of the current trends so as to align with the regional and global agenda.

3. STRATEGIC DIRECTION

3.1 Vision

“A digitally empowered East Africa region”

This vision provides the dream of EACO to drive the digital transformation agenda in the region taking into account the increased adoption of ICTs as an enabler of growth in all sectors of the economies.

3.2 Mission

To coordinate the development of communication sector through harmonization of policy, regulatory frameworks, and spearheading regional initiatives

3.3 Core Values

Core Value	Description
I. Innovation	We constantly strive to redefine the standard of excellence in everything we do. Therefore, we are open to ideas that challenge the conventional views and drive innovation. The only constant in life is change and we believe that in order to stay relevant, we must constantly improve with society's changing needs.
II. Excellence	We conduct ourselves and serve our clients in a manner that reflects our training and positive image
II. Inclusivity	We work together as Organization in unit of mind and mission to achieve our set vision, and commit to serve the diverse population of East Africa Community in the effort to have an informed knowledge Society
V. Integrity	We uphold laws and regulations, act with honesty, and treat everyone with fairness and respect
V. Sustainability	We are committed to operate in a manner that fosters environmental, social and economic well-being.

3.4 Goals and Strategic Objectives

3.4.1. Goals

To realize the Vision set above, three goals have been formulated as the key areas focus areas in the strategic plan. These are (1) Regional Digital Transformation; (2) Connectivity, inclusivity and affordability; and (3) Institutional capacity and sustainability.

Goal 1: Regional Digital Transformation

In recognition of the role of telecommunications/ICTs as a key enabler of digital transformation leading to social, economic and environmentally sustainable development, EACO will identify regional programs and initiatives that facilitate delivery of digital services and empowerment of the society in the region. Noting that partner states have embarked on implementation of strategies aimed at transitioning to the digital economies, initiatives that will lead to growth in the use of telecommunications/ICTs will be encouraged so as to generate a digitally empowered society.

The achievement of this goal will need collaborative efforts with all stakeholders in the communication sector in the region.

Goal 2: Connectivity, inclusivity and affordability

Access to communication services within the entire region remains a challenge. The need to foster connectivity and bridge the digital divide and especially in the provision of broadband access will be a key focus in this strategy. EACO will identify regional initiatives aimed to bridge the digital divide by facilitating access, accessibility, affordability and use of communication services in the region and for all peoples, including women and girls, youth and marginal and vulnerable populations, people from lower socio-economic groups, indigenous peoples, older persons and persons with disabilities.

Goal 3: Institutional capacity and sustainability

To strengthen the institutional capacity and maintain a performance excellence path, the organisation will reengineer its processes and embrace partnerships, especially with EAC. By becoming an autonomous agency of the EAC, the organisation will be more effective in driving the digital transformation agenda in the region.

3.4.2. Strategic Objectives

Strategic objectives were developed to drive the achievement of the three strategic goals in this Strategic Plan. These are building blocks of strategic goals which are broken down into measurable and actionable focus areas to support the Strategy, the Vision and the Mission. Each strategic objective has performance measures and strategic activities. The EACO 2023-2028 Strategic Plan eight (8) strategic objectives distributed among the three strategic goals as follows– Goal 1: two (2) objectives; Goal 2: three (3) objectives; and Goal 3: two (2) objectives

Goals (Strategic Focus Areas)	Strategic Objectives
Goal 1: Regional Digital Transformation	1.1 Promote the development of harmonised regional policies, regulatory frameworks and strategies
	1.2 Promote the development of regional digital transformation initiatives
	1.3 Promote the provision of e-services
Goal 2: Connectivity, inclusivity and affordability	2.1 Promote secure and reliable regional connectivity
	2.2 Promote affordability of communication devices and services in the region
	2.3 Foster equitable and inclusive use of ICTs in the region
Goal 3: Institutional Capacity and Sustainability	3.1 Enhance performance excellence and governance practices
	3.2 Enhance partnerships and collaborative frameworks with stakeholders

3.4.3. Enablers and reforms

Successful achievement of these goals will require capabilities, capacities and resources that contribute to the effectiveness of the organisation. The key enablers shall be as follows:

- Legal and Institutional reforms
- Research and Innovation
- Resource mobilisation
- Communication and Partnership

3.4.4. Targets and Outcomes

The desired results that EACO aims to achieve upon delivery of its strategic goals, form the basis of measures of success at the end of the strategic planning period, are outlined as follows.

GOALS	STRATEGIC OBJECTIVES	TARGETS (Goals)	OUTCOMES (objectives)
1. Regional Digital Transformation	1.1 Promote the development of harmonized regional policies, regulatory frameworks and strategies	<ul style="list-style-type: none">• 25% increase in adoption of harmonized regional frameworks & policies	<ul style="list-style-type: none">• Increased growth/contribution of sectoral GDP
	1.2. Promote the development of regional digital transformation initiatives	<ul style="list-style-type: none">• 25% increase in number of digital transformation initiatives by Partner States	<ul style="list-style-type: none">• Majority of the population have Broadband coverage and services
	1.3 Promote the provision of e-services	<ul style="list-style-type: none">• 25% increase in number internet subscribers in the region	<ul style="list-style-type: none">• Reduced cost e-transactions in the region• Majority of individuals to be interacting with

			government services online
2. Connectivity, inclusivity and affordability	2.1 Promote secure and reliable regional connectivity	<ul style="list-style-type: none"> • 25% increase in broadband connectivity/subscription 	<ul style="list-style-type: none"> • Majority of the population have Broadband coverage and services
	2.2. Promote affordability of communication devices and services in the region	<ul style="list-style-type: none"> • Percentage of broadband services costing less than 2% of monthly Gross National Income Percapita • Increase smartphone penetration/devices in the region 	<ul style="list-style-type: none"> • Affordable broadband services by all
	2.3 Foster equitable and inclusive use of ICTs in the region	<ul style="list-style-type: none"> • Increase Percentage of population using broadband services from 35.84% to 65% 	<ul style="list-style-type: none"> • Universal usage of Internet by individuals
3. Institutional Capacity & Sustainability	3.1 Enhance performance excellence and governance practices	<ul style="list-style-type: none"> • Strengthened institutional capacity 	<ul style="list-style-type: none"> • Excellence performance
	3.2 Enhance partnerships and collaborative frameworks with stakeholders	<ul style="list-style-type: none"> • Increase in collaborative and partnerships engagements 	<ul style="list-style-type: none"> • Stakeholder participations

3.5 Programmes

To achieve each of the eight (8) strategic objectives set under the different goals, nineteen (19) programmes which are transformational in nature have been identified. Successful implementation of these programmes will help the organisation to achieve its strategic objectives. The identified activities also have performance indicators which are the basis for regular performance monitoring and evaluation. Adequate resources allocation shall be critical for effective implementation of the identified activities as well achievement of the objectives. Detailed activities are found in the operational work plan, however, the high level activities/programs are listed below.

- i. Development of a framework for the adoption, monitoring and implementation of model policies and regulatory frameworks.
- ii. Development of Harmonized Model Policy and Regulatory Frameworks
- iii. Development of transformation strategies
- iv. Seamless connectivity
- v. Develop regional communication statistics.
- vi. Establish a regional CERT
- vii. Establish a regional Type Approval Lab (TAL)
- viii. Regional positions on global communications Agenda
- ix. Research and Innovation
- x. Facilitation of Access to e-government services
- xi. Cross-border frequency coordination
- xii. Affordable communication devices and services
- xiii. Access and usage of ICTs
- xiv. Resource mobilisation
- xv. Institutional Governance
- xvi. Capacity building programmes
- xvii. Operational excellence
- xviii. Communication
- xix. Partnerships

3.6 Strategic Risks

EACO has developed a five-year Strategic Plan that sets forth the organisations' long-term strategic goals and objectives for carrying out its mandate of strengthening and promoting cooperation among the EAC Member States through the development of the communications sector in the East Africa region. This Strategic Plan forms a critical link between EACO's strategic objectives with the Annual Action Plan & Budget and further provides a road map for

implementing the strategies developed in the Strategic Plan. During the implementation of the strategic plan, the following strategic risks have been identified with their respective mitigation measures. Table showing strategic risks and mitigation measures.

No.	Strategic Risk	Mitigation Measure
1.	Limited financial resources due to the fact that not all regulatory members are remitting same amount of membership fees. One of the regulatory members hasn't been consistent with payment of membership fees. Additionally, most of sector members are not paying their membership contributions regularly and this affects the financial sustainability of Organization	<ul style="list-style-type: none"> • Encourage all regulatory members to pay the agreed membership contributions as per EXCOM decision and also request the non-paying members to pay. • The Secretariat benefited a lot from the support from the Regulators on secondment scheme, whereby the staff members were seconded and paid by the Regulators accordingly. This could be explored again
2.	Lack of Sufficient Personnel. Since EACO Secretariat was established in 2012, the Secretariat started with only seven (7) employees out of ten (10 as provided by the EACO's organizational structure. The organization has grown while the number of personnel has remained the same since inception. This has resulted into difficulty by the organization to fulfil its mandate. The Liaison Managers (LM) continue to work online even during official leave since there is no one below them to hand over to. Some Liaison Managers supervise working groups that are not in line with their expertise but have to reduce the load on the LM/ICT	<ul style="list-style-type: none"> • Implement the new Organization structure as proposed by the Human Resource Committee. • Alternatively, recruit additional staff as per the old organization structure if funds are not enough to implement the new structure
3.	Limited implementation of EACO's accomplished Works. Since EACO Secretariat was established in 2012, the organization has worked on various issues to enhance the development of Communications sector in EAC region. To date, over eighteen (18) policy documents have been developed and adopted by the EACO Congress but have not been implemented because EAC member states have to	EACO has already initiated the process of becoming EAC's semi-autonomous institution to handle communication issues in the region. This process should be followed closely since once granted, will facilitate the

	ratify them before being implemented. This has impacted on the desired impact that these particular interventions were meant to address.	implementation of EACO's accomplished works in all member states.
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4. IMPLEMENTATION & MONITORING

4.1 Implementation Matrix

The implementation matrix includes strategic objectives, Programmes, projects & activities, outputs, indicators and targets. These shall be used as a tool for performance measurement of the achievements of the Organisation under the new Mission and Vision over the strategic plan period. The detailed implementation matrix is attached as Annex 1.

4.2 Resource Requirements

To implement this strategy, it will require adequate Financial and Human Resources.

ANNEXES

Annex I: Implementation Matrix

Goal	Strategic Objective	Programmes
1. Regional Digital Transformation	1.1 Promote the development of harmonised regional policies, regulatory frameworks and strategies	1.1.1 Development of a framework for the adoption, monitoring and implementation of model policies and regulatory frameworks.
		1.1.2 Development of Harmonized Model Policy and Regulatory Frameworks
		1.1.3 Development of transformation strategies
	1.2 Promote the development of regional digital transformation initiatives	1.2.1 Seamless connectivity
		1.2.2 Develop regional communication statistics.
		1.2.3 Establish a regional CERT
		1.2.4 Regional positions on global communications Agenda
		1.2.5 Research and Innovation
		1.2.6 Establish a regional Type Approval Lab (TAL)

	1.3 Promote the provision of e-services	1.3.1 Facilitation of Access to e-government services
2. Connectivity, inclusivity and affordability	2.1 Promote secure and reliable regional connectivity	2.1.1 Cross-border frequency coordination
	2.2 Promote affordability of communication devices and services in the region	2.2.1 Affordable communication devices and services
	2.3 Foster equitable and inclusive use of ICTs in the region	2.3.1 Access and usage of ICTs
3. Institutional Capacity & Sustainability	3.1 Enhance performance excellence and governance practices	3.1.1 Resource mobilisation
		3.1.2 Institutional Governance
		3.1.3 Capacity building programmes
		3.1.4 Operational excellence
	3.2 Enhance partnerships and collaborative frameworks with stakeholders	3.2.1 Communication
		3.2.2 Partnerships

Annex II: New EACO Structure

