EACO East African Communications Organisation

Communications for all in East Africa

Strategic Plan

2018-2023

EACO East African Communications Organisation

Communications for all in East Africa

Strategic Plan

2018-2023

Glossary

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

DNSSEC: Domain Name System Security

EAC: East African Community

EACO: East African Communications Organization

EXCOM: Executive Committee

ESIM: Earth Station In Motion

FARM: Finances, Audit and Risk Management

GIZ: Gesellschaft tiir Internationale Zusammenarbeit

GSMA: Global System Mobile Association

ICT : Information Communication Technology

IPV : Internet Protocol Version

ISPPSM: Integrated Strategic Planning and Performance Management System

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

LTE: Long Term Evolution

MFS: Mobile Financial Services

MNP: Mobile Number Portability

MoU: Memorandum of Understanding

NRA: National Regulatory Authority

ONA: One Network Area

PAPU: Pan African Postal Union

PESTELE: Political, Economic, Social, Technological, Legal 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

TCM: Transport, Communications and Meteorology

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 Society

Contents

Foreword		ii
Acknowledgement		iii
2.	Introduction & Background	03
	2.1 Establishment of Eaco	03
	2.2 Mandate	03
3.	Review of implementation of the previous year's strategic plan	05
	3.1 Eaco 2015-2018 Strategic Plan Implementation	05
	3.2 2015-2018 Strategic Initiatives Pending Implementation	09
	3.3 Implementation Challenges During the Strategic Plan 2015-2018	09
4.	Eaco Strategic Planning : 2018-2023	11
	4.1 The Approach	11
5.	Stakeholders Analysis & their Roles	12
	5.1 Stakeholders Analysis	12
	5.2 Critical Success Factors – Policy	16
	5.3 Critical Success Factors – Technical	16
	5.4 Risks on the Implementation of Eaco Strategic Plan 2018-2023	17
6.	The Strategic Framework	19
	6.1 The Vision Statement	19
	6.2 The Mission Statement	19
	6.3 Core Values	20
7.	Pillars and Strategic Objectives	21
	7.1 Pillars	21
8.	Strategic Plan Implementation Matrix & Scorecard	25
9.	Strategic Monitoring and Implementation	39
Annex i. List of EACO Members		40
Annex ii. EACO Partners		43

Foreword

On behalf of the Executive Committee of the East Africa Communications Organization (EACO), I am pleased to present the 3rd Strategic Plan for the period 2018-2023.

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 six EAC Member States through the development of the communications sector in East Africa region. The 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.

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

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

It is our hope, that through 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. However, I would like to urge all EACO members to actively participate in the EACO projects and programmes and consider increasing their membership contribution for the successful implementation of this Strategic Plan.

My gratitude and appreciation goes to all EACO Members, stakeholders and Partners for their continued support and contribution to EACO which has in past six 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.

Francis W. Wangusi
Chairman, EACO

Acknowledgement

The 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 3rd 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.

It was developed through a consultative multi-stakeholder process, involving EACO members and stakeholders. This consultative process was achieved through the workshop held in Kigali, Rwanda from 16th -18th April 2018 with a sole agenda to discuss the Strategic Plan. Several other documents were also used as reference in this process. These include but not limited to: EACO Constitution[1], UN Sustainable Development Goals (SDGs) in particular Goal 9[2]; East African Community Treaty[3] East African Community Vision 2050[4]

For that, 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.

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 benefitted 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

1 EACO Constitution
2 SDGs Goal 9: Industry, Innovation and Infrastructure
3 EAC TREATY; Articles 89 and 99
4 EAC Vision 2050

1. 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 six 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 as outlined in this Strategic Plan.

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.

In that regard, for the past six years, EACO developed and implemented two Strategic Plans of 3 years each. The two Strategic Plans mainly focused on the development of harmonized ICT Policies and Regulatory Frameworks, 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

The 2018-23 Strategic Plan 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 and stakeholders. The planning process included analysis of stakeholders needs using SWOT & PESTLE analysis, review of current strategic plan, the constitution, industry and the general global development trends.

The elements of strategic foundation namely the Mission, Vision and Core Values were also validated taking into account strategic issues identified in the stakeholders and situational analysis carried out. A strategy map linking strategic objectives in a cause & effect relationship to each other was developed for each pillar and later combined as a corporate strategy map. Measurable outcomes or results for each strategic objective were developed together with the attendant strategic initiatives to action the strategic objectives.

A situational analysis was carried out using SWOT and PESTLE analysis where the strength and weakness internal to the organisation, and the opportunities and threats external to the institution were identified and the macro environment scanned and the results for both analysis

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.

In order to direct EACO efforts effectively, four areas of focus hereafter referred to as Strategic Pillars were developed namely: Harmonization of Communications sector policy and regulatory frameworks, Promotion and development of regional Communications sector programs and projects, Collaborative Research on Technological development and security of communication networks and Operational excellence. The organization's strategic objectives were aligned to the above strategic pillars to meet the needs of the sector. The implementation of strategic objective and activities shall be monitored and evaluated using performance scorecards over the strategic planning period.

2. Introduction & Background

2.1 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, 57 Sector members and 8 Associate members. (See detailed list in Annex I)

Also, during the past 6 years, EACO has built and strengthened its collaborations and relationship with regional and international partners. (See detailed list in Annex II)

2.2 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 Community member states;

The specific objectives of EACO are:

i) To harmonize Communications sector Policy and regulatory frameworks in the East African Community member states.
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 Community member states.

2.3 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 shall comprise 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 in every two years and is open to all ICT Stakeholders in the Region and beyond who attend as observers.

The Chairperson of the Congress shall be 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 shall chair the Executive Committee.

Assemblies: EACO has specialized Assemblies which meet once every year to discuss and deliberates on issues in 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 shall be elected from amongst members of the Assembly and the election shall have 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 assisted by Liaison Managers who heads various Departments for the purpose of operationalization of EACO's Strategic Plan.

The Secretariat implements the EACO's Strategic Plan through Working Groups and/or Committees, which are constituted by Communications Professionals from its membership ecosystem under the coordination of respective EACO Liaison Managers.

3. Review of implementation of the previous year's strategic plan

3.1 EACO 2015-2018 Strategic Plan Implementation

In order to consolidate the achievements during the first EACO Strategic Plan (2012-2015) and further to move the organization forward, in 2015, EACO developed and adopted its 2nd three year Strategic Plan (2015-18). The Strategic Plan had the following Strategic themes and Objectives:

1. HARMONIZATION OF ICT POLICY AND REGULATORY FRAMEWORK
   - i) Enhance knowledge sharing and wealth creation through innovation.
   - ii) Increase engagement with governments on implementation of established policies and legislations.
   - iii) Enhance coordination of regional positions in international Communications fora.
   - iv) Enhance harmonization of communication policies and regulatory frameworks
   - v) Enhance harmonization of Communications standards in the East African region.
   - vi) Enhance coordination of Consumer Empowerment and Protection
   - vii) Enhance Coordination of ICT Infrastructure development to facilitate provision of affordable, secure and quality Communication Services.
   - viii) Enhance coordination of management and optimal utilization of resources.
   - ix) Enhance coordination of the development of a framework on sustainable environmental management in the region.
   - x) Enhance coordination of initiatives on local digital content development
2. STRATEGIC PARTNERSHIP AND POSITIONING
   - i) Strengthen collaboration and partnership with EAC
   - ii) Increase collaboration and partnership with regional and international stakeholders
   - iii) Enhance the image and visibility of the organization
3. OPERATIONAL EXCELLENCE
   - i) Widen the revenue base of the organization
   - ii) Enhance the alignment of the organisation structure with the requirements of the Strategic Plan
   - iii) Improve the knowledge and skills of employees
   - iv) Improve staff motivation
   - v) Increase availability and use of technology
   - vi) Improve efficiency of service delivery
   - vii) Enhance governance in the organization

Subsequent to the achievements made in the first Strategic Plan (2012-2015), EACO has continued to grow and a number of initiatives were taken to address different challenges that the Communications sector is facing in the EAC region.

For the last three years, the outcomes which resulted from the above Strategic Objectives are summarized below:

3.1.1 Institutional Capacity Building

During the period under review, EACO continued to implement the existing internal manuals, Rules and Regulations to ensure the transparency and accountability of the organisation. In 2015, the Financial Rules and Regulations were updated and an Accounting Policies and Procedures put in place.

In regard to Human capacity building, 6 staff members of EACO attended various short courses to acquire new skills which contributed to achieve organisation's objectives.

Also, during the period under review, EACO acquired equipment for video conferencing to facilitate EACO members to participate in WG & Committee meetings online which would increase the level of attendance in EACO's meetings.

3.1.2 Capacity Building Program

During the period under review, EACO identified the needs in Communications sector for capacity building programmes and 8 capacity building programs were conducted during that period. These include:

1. Quality of Service, Monitoring and Compliance
2. Long Term Evolution (LTE/4G)
3. Digital Dividend Review
4. Training on E-waste Management(2016)
5. Training on cyber security
6. Training on E-waste Management(2017)
7. Broadcasting (satellite regulations, orbital allocation ...)
8. Training on postal services

3.1.3 Reorganization and Coordination of EACO Programmes and Activities

During the period under review, WGs and Committees were consolidated to enhance their effectiveness and efficiency. WGs were reduced from 11 to 7 while the two existing Committees were merged. However, another Committee, the Finance and Risk Management Committee was formed to handle all matters related to Finance.

The table below indicates old Working groups and new Working groups and Committees and how they were rationalized.

TABLE I: EACO Working Groups and Committees

OLD WORKING GROUPS	NEW WORKING GROUPS	OLD COMMITTEES	NEW COMMITTEES
WG01: ICTs Policy & Regulatory Harmonization	**WG 01:** ICTs Policy & Regulatory Frameworks Harmonization	Legal and constitutional Committee (LCAC)	Legal and Human Resource committee (LHRC)
WG02: Infrastructure development, Connectivity, Sharing and Digital Inclusion & WG05: IP Networks, Standards and Cyber security	**WG02:** ICT Infrastructure Development, Connectivity and Cyber security.	Human resource Committee	Finance, Audit and Risk Management committee (FARM)
WG03:ICT Services and e-Applications & WG09: Consumer Affairs & Quality of Services	**WG 03:** ICTs Service Applications and Consumer Protection		
WG 04: Postal Service Development and Regulations	**WG 04:** Postal and Courier Services Development and regulation.		
WG06: Broadcasting Service development and Regulations & **WG11**: Spectrum Management & WRC Preparations	**WG05:** Broadcasting Services & Spectrum		
WG07: Numbering Resource Planning and IP Addressing; & WG08: ICT Service Pricing & Industry Analysis	**WG06:** ICTs Service Pricing, Numbering, IP Addressing and Industry Analysis.		
WG10: e-Waste Management	**WG07:** e-Waste and Counterfeit Gadgets Management		

3.1.4 Harmonization and Coordination of Implementation of ICT Policies & Regulatory Frameworks

In regard to the harmonisation of Policies and Regulatory Frameworks, EACO has contributed in the formulation and implementation of regional policy and regulatory frameworks related to the following:

a) Development of Regulations for cross border interconnection frameworks
b) Development of broadband pricing methodology & established frequency pricing framework
c) Development of pricing framework for signal distribution (Multiplexing).
d) Development of e-waste strategy
e) Guidelines on Consumer protection
f) Guidelines on Numbering and Short Codes
g) Consumer Protection Guidelines

3.1.5 Promotion of Universal Access to Affordable, Secure & Quality Communication Services

As part of the achievements of its objectives, EACO conducted a study on East African Peering and Interconnection System which is intended to enhance access, speed and affordability of the Internet in East Africa.

3.1.6 Coordination of Work & Programmes of Regional and International ICT Organizations.

Through its Working Groups, EACO coordinated and followed up the ICT work related for regional and international bodies and facilitated the development of East African's recommendations/positions on global ICT issues/agenda under bodies like PAPU, ATU, ITU, UPU.

EACO coordinated the development of common positions for East Africa during the World Radio Conference (WRC15) and has started the development of its common position for the World Radio Conference 2019 (WRC19).

3.1.7 Regional E-Waste Sustainable Management Workshops

EACO in collaboration with the Regional Regulators (CA (KENYA), UCC (UGANDA) and RURA (RWANDA) conducted three workshops – Kenya 2015, Uganda 2017 and Rwanda 2018.

The workshops aimed at:

a) Creating a multi-stakeholder awareness forum on the e-waste management challenges in the East African region.
b) Facilitating interaction and sharing of experiences on sustainable e-waste management best practices and initiatives.
c) Initiating a process for development of a harmonized sustainable e-waste management system for the East African region.
d) Validating the regional e-waste Strategy

3.1.8 Collaboration and Partnerships with Other Organizations

During the period under review, EACO created new collaborations and partnerships with a number of organizations some of which resulted in the signing of MoUs to carry out collaborative projects and activities of mutual interests.

These include:

1. GSMA for capacity building and co-organising ICT events
2. SPIDER, for capacity building
3. ISOC, for collaboration in the data bank project and the peering and interconnection fora
4. Multimedia University of Kenya (MMU), for conducting training courses
5. CRASA, for conducting projects and programs of mutual interests including preparation of common positions at WRC
6. REMEDIA for e-waste management
7. University of Dodoma (TANZANIA), for Research and Development

3.2 2015-2018 Strategic Initiatives Pending Implementation

During the strategic planning period 2015-18, EACO initiated the following projects whose implementation is still on-going. It is proposed that these projects be carried forward to the forthcoming strategic planning cycle of 2018-23:

a) Regulatory framework for local content development within the region.
b) Guidelines for promotion of e-services and applications
c) EACO Communications strategy
d) Establishment of EACO Databank
e) Development of harmonized national addressing systems.

3.3 Implementation Challenges During the Strategic Plan 2015-2018

Over the three years, EACO faced some institutional and sector challenges.

3.3.1 Institutional Challenges

a) Lack of a formal framework for channelling, monitoring implementation and enforcement of compliance of EACO decisions at national and EAC level.
b) Low participation of operators in the responsibilities of the Working Groups.
c) High dependency on membership contributions of which majority are not meeting their obligations.
d) Slow pace in the development of viable regional projects which would have attracted donor support.
e) Inadequate institutional capacity in terms of resources to run EACO's programmes and projects.

3.3.2 Sector Challenges

a) Low awareness and empowerment of consumers of ICT services
b) High cost of bandwidth which affects levels of access and uptake of broadband services/Internet in the region
c) Increasing cybercrime which erodes public trust in the use of ICTs and affects the development of e-commerce and other digital services
d) Partial implementation of ONA framework in the region.
e) Regulatory challenges due to emerging technologies

4. EACO Strategic Planning : 2018-2023

4.1 THE APPROACH

In line with the aspiration of continuous improvement, EACO has adopted an Integrated Strategic Planning and Performance Management System (ISPPMS) as a planning and performance management tool. ISPPMS is a result oriented strategic planning tool that links the Mission, Vision and Pillars to Strategic Objective and Activities and tasks. The tool focuses on customer needs, strategic enablers and challenges to isolate strategic issues that form the basis of strategy, strategic objectives and associated strategic activities/programmes over the planning period.

The ISPPMS approach involved carrying out stakeholders' analysis, where primary, secondary customers and other key stakeholders were identified together with their perceived needs.

As part of the process, situational analysis was carried out using SWOT and PESTEL analysis where the strength and weakness internal to the organisation, and the opportunities and threats external to the organisation are identified and the macro environment scanned and the results for both analysis are used to identify the current and potential strategic enablers (strength and opportunities of a strategic nature) and strategic challenges pertaining to EACO. Arising from the strategic challenges and anchoring on strategic enablers, strategic issues were identified which form the basis of seven strategic objectives and a number of strategic activities developed to address the issues identified.

The Strategic Plan has also taken into account the UN's 2030 Agenda for Sustainable Development which details the 17 Sustainable Development Goals (SDGs) that aim to end poverty, protect climate and reduce inequalities. EACO is committed to contributing to these SDGs through its projects and programmes which focus on development of ICTs in the East Africa Region as highlighted in this Strategic Plan

5. Stakeholders Analysis & their Roles

In developing the 3rd five year EACO Strategic Plan, the current EACO micro and macro backgrounds were evaluated using the following three methodical instruments:

i) Stakeholders' Analysis ii) SWOT Analysis, and iii) PESTEL analysis

5.1 STAKEHOLDERS ANALYSIS

Noting that organisations are created to serve its stakeholders, it is imperative to identify the key stakeholders and ensure that their needs and expectations are considered during the planning and implementation of the strategic plan. The EACO stakeholders have been identified as primary clients, secondary patrons and other stakeholders. The primary customers are regulators and operators in the Communications sector while the secondary clienteles are governments as policy makers and, other stakeholders are international and regional organisations, consumers associations etc. The purpose of segmenting stakeholders is to identify crucial ones and what their expectations are as a matter of priority given the limited resources at the Organization's disposal.

Stakeholders	Expectations
Regulators	• 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
Private operators	• Facilitation of a conducive environment for ease of doing business (harmonised policies, regulations and frameworks) • Fair competition • Participate in policy formulation process
Government	• Input to development of Communications policies • Seamless communication within the region • Promotion of innovation • A robust source of information
East African Community	• Contribute to regional Communications policy development • A robust source of information • Seamless communications within the region
Citizens	• Make communication services affordable and quality seamless • Share market information of the sector • Protect their interest

Stakeholders	Expectations
Regional and International Organisation (CTO, ITU, AUC, UPU, ATU, PAPU, ARICEA COMESA and SADC	• Contribute to international Communications policy development • A robust source of information Seamless communication with the rest of the world (broad band services) • Strategic collaborations and cooperation
Academia	• Support human resources development in Communications sector • Collaboration in the Research and Development • Participation ICT policy development • Promotion of innovation

5.2 SWOT & PESTEL ANALYSIS

In order to meet the EACO's primary and secondary customer expectations as identified by the stakeholders' evaluation, an assessment of the internal and external environment have been carried out using the SWOT and PESTLE analysis tools that scrutinize the internal Strength and Weakness on one side and external Opportunities and Threats to the organisation on the other side. Furthermore, the assessment scanned the Political, Economic, Socio-cultural, Technological, Legal (PESTEL) and Environment in the EAC region and beyond. The SWOT and PESTEL analysis were done to assess the capability of EACO to meet its clients' anticipations. The assessment have also enabled identification of Strategic Enablers which are the key points for the organisation to leverage on meeting the stakeholders' expectations and also Strategic Challenges which are critical weak points that the organisation have to overcome in order to meet the members' prospects. The strategic Enablers and Challenges matrix is appended here as Table IIA & IIB.

Table IIA: SWOT Analysis

Strength	**Opportunities**
• NRAs commitment • Permanent hosting of the Secretariat in Rwanda • Good will from national governments • Technical expertise within the Secretariat and the working groups • Increased visibility • Operates under the auspices of EAC • Strong collaboration with international organisations and partners	• Vibrant/dynamic sector • Wide spectrum of stakeholders • Growing market for Communication services/products • High demand infrastructure development • Need for harmonisation of policy and regulatory frameworks • Need of capacity building

Weakness	Threats
• Sustainability dependent on membership contributions • Lack of implementation of sanctions • Lack of mechanism for enforcement for EACO decisions. • Inadequate number of staff • Limited participation of sector members in EACO activities. • Low staff satisfaction	• Reduced funding from NRA's (withdrawal of the secondment scheme) • Not being able to attract highly skilled staff • Competition from similar regional organizations' agenda • Technology change and its effects to market dynamics • Failure to have strong collaboration with EAC

Table IIB: PESTEL Analysis

Context	Internal	External
Political	• Conducive and supportive political environment concerning Communications sector development • The EAC political integration provides an opportunity to Communications sector development	• Change on travel policy in member countries(affecting working groups' meeting) • Political differences between member countries
Economic	• The monetary and other sector integration provide a wider market Communication services • Digital financial inclusion • An increase of foreign direct investments in Communications • Increase in power purchasing parity • Increase in computer use, ownership and internet access • Fiscal barriers that increase cost of ICTs services	• Impact of globalization on the uptake of ICTs • The WSIS and SDGs position ICT as an enabler of sustainable development • Reduce prices for terminal equipment and services • Mergers and acquisitions of service providers (multinational)
Socio-cultural	• Increase in ICT literacy levels • Erosion of socio-cultural ethics • Implementation of One Network-Area (ONA) making afford an EAC Citizenry a reliable and affordable communications to all round the region.	• Increase of ICT value added services for social networks • Loss of privacy (information protection) • Move towards a common socio-cultural attributes

Technological	• Increase innovations and proliferations of ICT services • Increase in demand for spectrum resources • Convergence of technologies • Threats on intellectual property rights • Low local content development in the region	• Advanced technology development using higher spectrum bands • Increased efficiency in spectrum usage • Convergence of technologies • Threats on intellectual property rights • Increase in cyber threats • High external content developed and exported
Policy and Legal	• Existence of national Communications policy and legal frameworks • Technology and service neutral licensing regimes • Varying levels of policy development -laws and regulations for the sector- and implementation • Inadequate monitoring and enforcement mechanism	• Existence of international best practices, standards and regulations • Active participation by partners
Environmental	• Existence of national and environmental policy and legal frameworks • Poor e-waste management mechanisms • Inadequate monitoring and enforcement mechanism	• Existence of international best practices, standards, treaties/protocols and regulations

5.3 EACO Strategic Issues

From the above analysis, the identified challenges, enablers and less customers' expectations are strategic issues to either be addressed or taken advantage of during the strategic plan period and the same become the basis or areas of focus, i.e. Pillars and strategic objectives. The following strategic issues were therefore set out to be addressed in the strategic planning period 2018-23:

1. Institutional and sector capacity building
2. Coordination of regional positions on international issues
3. Mobilisation of resources for regional projects and programs
4. Developing an information database
5. Coordinate an Harmonized Communications Policy for EAC region
6. Promote Regional infrastructure development
7. Develop and promote Consumer Rights Protection, Consumer education & Operators obligations in the region

8. Advocate for universal accessibility, Service availability, affordability, and applicability
9. Operational Excellence in EACO service attributes
10. Unsustainable funding through unenforceable membership contribution
11. Efficacious networking and growing visibility of EACO
12. Addressing the Challenges on emerging technologies
13. Available human resource /Pool of experts with the Working Groups
14. Frequent changes in government policies
15. Lack of a sustainable e-Waste Management Policy and Infrastructure

The strategic objectives and activities were derived from the strategic issues identified above.

5.4 Critical Success Factors – Policy

During the SWOT analysis it became certain that there are other key issues that may impede smooth implementation of the Strategic Plan, which may not be obvious through the SWOT analysis. Therefore PESTEL helps to identify such in a more strategic way. At present, the more pressing political issues to this Strategic Plan include but not limited to:

5.4.1 Enhanced Commitment of EACO Members

Concerted membership commitment to their obligations is now of essence. A successful implementation of this plan takes cognizance of the membership promise and agreed support to EACO objectives that have to be honoured.

5.4.2 Concretized Collaborative Efforts to the EACO's Development Partners

As EACO tries to become effective in the collaborations in Projects and Programs of Regional and International nature, concretized MoU cooperation's need to be enhanced and executed in tie and place. The effort to continue finding more sources of support and financing of these endeavours are to be prioritised.

5.5 Critical Success Factors – Technical

For successful implementation of this Strategic Plan, the following are considered as critical success factors:

i) Reviewing and re-aligning the organization structure in line with the demands of the Strategic Plan.
ii) Securing adequate financial, material and competent human resources
iii) Ensuring management and staff as well as the other stakeholders espouse the Strategic Plan and direction.
iv) Regularly review progress and achievements during the course of implementing the Strategic Plan and take timely remedial measures where necessary.
v) Establish appropriate progress-reporting mechanism in relation to the strategic objectives and activities as they are indicated in the Strategic Plan.
vi) Instil a corporate culture that takes management and staff on board and ensures that the espoused core values become living principles f or the organisation.

5.6 Risks on the Implementation of EACO Strategic Plan 2018-2023

EACO has developed a five years Strategic Plan, 2018—2023 with the aim of addressing the issues related to Communications sector in the EAC region. However, the implementation of this Strategic Plan 2018-2023 is exposed to a number of risks which need to be mitigated in order to get the expected outcomes.

Among others, there are key risks to be addressed which need particular attention by the EACO members. They include:

5.6.1 Financial Resources

For the past two years, EACO's revenues have declined significantly. This is mainly due to the increase of defaulter members. Most of sector members, especially Telecom and Broadcaster members are not paying their membership contributions regularly.

Furthermore, during the past five years, EACO has benefited from the support from the Regulators on secondment scheme, whereby the staff members were seconded and paid by the Regulators accordingly. This support has help EACO to build its financial capacity which resulted into a reserve fund of almost USD 680,000 by end of this financial year 2017/2018.

This issue of financial sustainability of EACO needs to be addressed by the EACO members to ensure the operational sustainability of the Organization.

5.6.2 Human Resource (Lack of Sufficient Personnel)

Since EACO Secretariat was established in 2012, the Secretariat started with only 7 employees out of 10 as provided by the EACO's organizational structure. The organization has grown up while the number of personnel did not increase for the past six years.

It has been a big challenge for the organization to fulfil its mandate due to the lack of required number of staff, particularly in the ICT and Regulatory Affairs departments.

Lack in staffing might have an impact on the achievement of the set objectives in the Strategic Plan 2018-2023. For instance, when the LM is absent (annual leave, maternity leave, sick, etc) there is no continuity of activities in that department. Therefore, this issue needs to be addressed in the coming years in order to allow the Secretariat to achieve its objectives and programmes.

5.6.3 Implementation of EACO's Accomplished Works

Since EACO Secretariat was established in 2012, EACO has worked on various issues for the development of Communications sector in EAC region. More than 18 policy documents were developed and adopted by the EACO Congress but have not been implemented because EAC member states have to ratify them before being implemented.

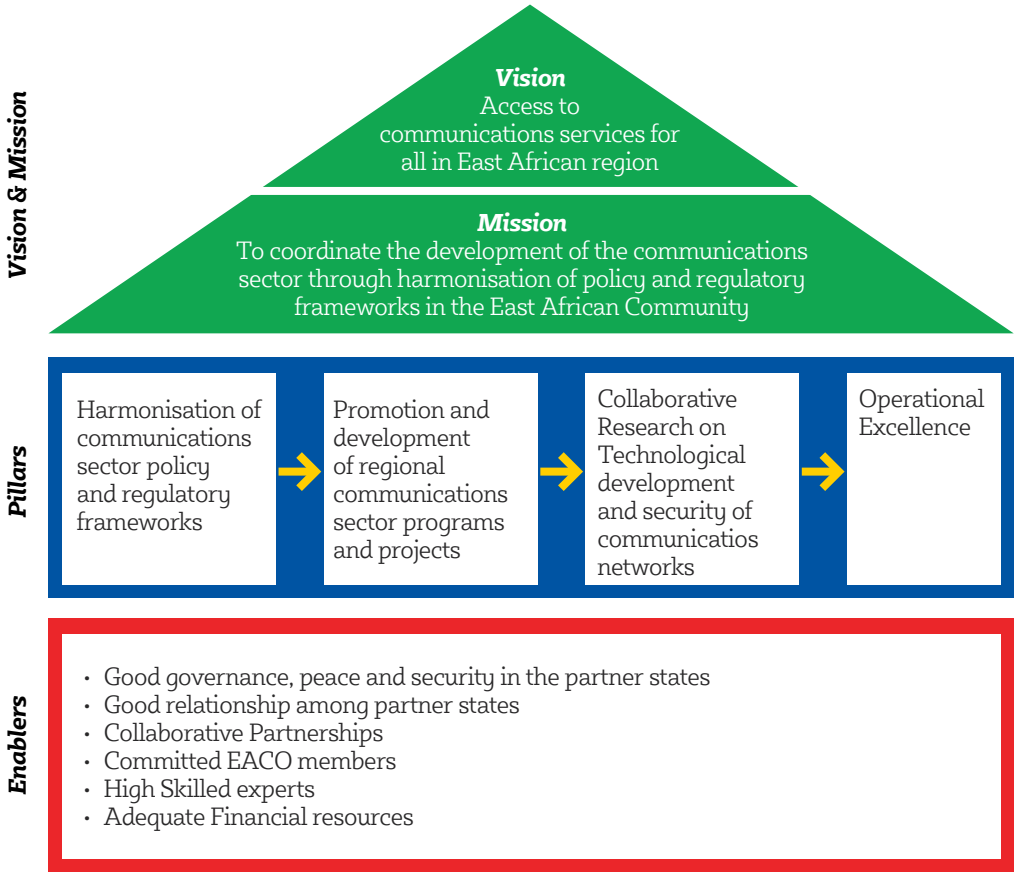
EACO has already initiated the process of becoming EAC's semi-autonomous institution which once granted will definitely facilitate the implementation of EACO's accomplished works.

5.6.4 Political differences between Member Countries

The political differences between member countries may have a negative impact on the implementation of the EACO's Strategic Plan. For instance, to handle the issue of cross border frequency interference needs the collaboration of all member countries, especially for those sharing the borders.

6. The Strategic Framework

Figure I: Strategic Framework



6.1 The Vision Statement

Access to communication services for all in East African region

6.2 The Mission Statement

To Coordinate the development of the communications sector through harmonization of policy and regulatory frameworks in the East African Community.

6.3 Core Values

The Core Values of EACO are a reflection of qualities that it considers worthwhile and cannot be compromised with. The EACO six Core Values are as follows:

TABLE III: EACO Core Values

OUR CORE VALUES	WHAT WE MEAN
Integrity	We uphold laws and regulations, act with honesty, and treat everyone with fairness and respect
Professionalism	We conduct ourselves and serve our clients in a manner that reflects our training and positive image
Team Work	We work together as Organization in unit of mind and mission to achieve our set vision
Accountability	We take responsibility for every decision that we take for the betterment of our stakeholders
Diversity	We commit to serve the diverse population of East Africa Community in the effort to have an informed knowledge Society
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.

7. Pillars and Strategic Objectives

7.1 Pillars

Pillars are focus areas in the strategic plan that will support and enable EACO to realise its Vision. The following four (4) strategic pillars have been developed to support EACO's vision:

i. Harmonization of the Communications sector policy and regulatory frameworks

Policy is the key determinant of legislation and regulation. It sets out the vision for Communications sector development and its links to national development goals.

In the case of EAC, the policy framework intends to harmonize the vision of Partner States in the Communications sector in order to facilitate the implementation of common projects and strengthen the common (single) market. Harmonization for a single market is best achieved not by trying to establish uniformity of rules, regulations and implementation processes in every area of market activity across the single market area, but by distinguishing between those matters in which uniformity is essential and those where it is optional.

Many components of the Communications Sector are cross-cutting and hence cross-border; therefore, the free movement of investment and labour, the efficient use of scarce resources, the universal access of services and affordability together with other benefits are better achieved in a space which has common objectives and a harmonized legal and regulatory framework. The ICT policy framework is needed to guide the achievement of the vision of the EAC integration in and through the Communications sector.

ii. Promotion and development of regional Communications Sector programs & projects

Regional programs and projects are aimed at bringing together the EACO members in the development of the Communications sector in the region through implementation of projects and programs. The projects and programmes are also aimed at enhancing regional integration through collaboration by the key stakeholders in the region and mobilizing resource for those programmes. This Strategic Plan aims at delivering 5 key projects and programmes: Implementation of e-Waste Strategy, EACO Databank Project, EACO Cubesat Project, EACO Clearing House Project and Harmonization of national addressing system and post codes.

iii. Research on Technology and Service development

During the Strategic Plan period, EACO will endeavour to promote research on emerging technologies for the delivery of advanced services.

Emerging technologies are challenging by the lack of legislation and adequate skills. To address the challenge, EACO will undertake research on promotion of e-services and applications and develop critical skills in the region.

In collaboration with the Academia and other training institutions, EACO will promote the development of a harmonised Human Resource development framework (curriculum).

iv. Operational Excellence

The contribution of this pillar to the five years EACO Strategic Plan, will be essentially to ensure the accountability and transparency of EACO's operations through good governance, efficient usage of available resources, enhancing its resources base through diversification of source of revenue, and awareness of its activities and programmes through communication strategy to be developed.

TABLE IV: Expected Results/ Outcomes during the Strategic Plan Period 2018-2023

Strategic Pillar	Expected Results /Outcomes
Harmonization of Communications sector policy and regulatory frameworks	• Harmonised Communications sector Policies and Regulatory frameworks in EA Region
	• Adoption of the harmonised Policy and regulatory framework in all member countries
Promotion and development of regional Communications sector programs and projects	• ICT regional programs and projects developed • ICT regional programs and projects implemented
Research on Technology and Service development	Improved policies and regulatory frameworks
Operational Excellence	Timely, accurate, value added and cost-effective services delivery to stakeholders

7.2 Strategic Objectives

Strategic objectives are long-term continuous improvement actions that are aligned with organization's mission and vision. They are building blocks of strategic pillars that support the Strategy, the Vision and the Mission. Each strategic objective has performance measures and strategic activities. The EACO 2018-23 Strategic Plan has the following strategic objectives under the four strategic pillars namely:

Strategic Pillar 1: Harmonization of Communications Sector Policy and Regulatory Frameworks

1) Facilitate the harmonization of tariff structures and settlement of accounts;
2) Coordinate management of radio frequency resource;
3) Facilitate Standards development and promotion of ethical practices in the region;
4) Promote provision of universal service in the region;
5) Framework for protection of intellectual property rights in the Communications sector;

6) Facilitate harmonization of policies and legislation in the communications sector;
7) Enhancing fast, reliable, secure, affordable and efficient communication services within the Community;
8) Network development and regional inter-connectivity;
9) Quality of services;
10) Promoting the development and sharing of local content from the East African Region;
11) The security of broadcasting, postal and telecommunication/ Communications networks.

Strategic Pillar 2: Promotion and Development of Regional Communications Sector Programs and Projects

1) Implementation of the EACO e-Waste Strategy
2) Development of EACO Databank Project
3) Development of EACO Cubesat Project
4) Development of EACO Clearing House Project
5) Harmonisation of national addressing system and post codes

Strategic Pillar 3: Collaborative Research on Technological Development

1) Research on promotion of e-services and applications
2) To develop critical ICT skills in the region
3) Develop and harmonize the human resource development framework (curriculum) in the region in collaboration with the Academia and other training

Strategic Pillar 4: Operational Excellence

1) Enhance Human resource development;
2) Enhance Communication with partners/stakeholders
3) Positioning EACO and enhancing the image and visibility of the organization
4) Improve the revenue base of the organization
5) Enhance governance in the organisation

7.3 Strategic Activities

Each strategic objective has strategic activities which are transformational activities or projects to action strategic objectives. Strategic activities also have performance indicators which are the basis for regular performance monitoring and evaluation. The EACO strategic activities for 2018-23 are in Table V.

7.4 Action Plans and Resources Allocation

On the basis of identified strategic activities, annual action plans/detail activities are developed with annual estimates of resources required for activities to be undertaken effectively. Adequate resources are critical for effective implementation of the identified strategic activities, which, with careful management of the process, should result into achievements of the set objectives.

8. Strategic Plan Implementation Matrix & Scorecard

In order to realise the Vision, there are milestones to measure the achievements over time called scorecard which incorporates Strategic Objectives, Strategic Activities, Targets and Performance Measures. The scorecard will be used as a tool for performance measurement and tracking actions over the strategic plan period.

TABLE V. Implementation Matrix

Table V below shows strategic objectives and the strategic activity implementation matrix respectively for monitoring and evaluation of progress.

TABLE V. IMPLEMENTATION MATRIX	
PILLARS	STRATEGIC OBJECTIVES
1. Harmonization of Communications sector Policy and Regulatory Framework	**1.1** Facilitate the harmonization of tariff structures and settlement of accounts
	1.2. Coordinate management of radio frequency resource
	1.3. Facilitate Standards development and promotion of ethical practices in the region
	1.4. Promote provision of universal service in the region
	1.5. Framework for protection of intellectual property rights in the ICT sector
	1.6. Facilitate harmonizedpolicies and legislation in the communications sector;
	1.7 Enhancing fast, reliable, secure, affordable and efficient communication services within the Community
	1.8 Network development and regional inter-connectivity
	1.9 Quality of services
	1.10 Promoting the development and sharing of local content from the East African Region;
	1.11 The security of broadcasting, postal and telecommunication/ ICT networks

2. Promotion and development of regional Communications sector programs and projects	**2.1.**Implementation of e-Waste Strategy
	2.2 Development of EACO Database for Communications sector
	2.3 Develop EACO Cubesat
	2.4 To put in place an EACO Clearing House project
	2.5. Harmonisation of national addressing system and post codes
3. Research on Technology and Service development	**3.1.**Carry out Periodic Studies on emerging technologies
3.2. Collaborative research and studies	**3.2.1** Collaborative research between EACO members and the Academia
	3.2.2 Collaborate on creation of innovative solutions and gender balance in the ICTs sector
	3.2.3 Develop and harmonize the human resource development framework (curriculum) in the region in collaboration with the Academia and other ICT training Institutions
	3.3 Develop critical ICT skills in the region
4. Operational Excellence	**4.1.** Enhance Human resource development
	4.2. Exchange of information
	4.3. Positioning EACO and enhancing the image and visibility of the organization
	4.4. Improve the revenue base of the organization
	4.5. Enhance governance in the organisation

9. Strategic Monitoring and Implementation

In the course of implementation of this Strategic Plan, monitoring and evaluation shall be done at three levels. At level one, it shall be on implementation stage of strategic activities on quarterly and annual basis based on set targets and performance measures. At level two, the monitoring and evaluation shall be on the progress of implementation of strategic objectives on an annual basis and there shall be a mid-term review after two and half years of the Strategic Plan in view to ensure that the Strategic Plan is on schedule.

This will enable any need for amendments, changes where necessary amended on time. The performance targets for strategic objectives and activities shall be challenging and stretching organizational aspirations beyond the business-as-usual boundaries while remaining SMART, taking into account the baseline accomplishments. Where no baseline information is available, EACO shall establish such information at the beginning of the implementation of the Strategic Plan.

ANNEX I. List of EACO Members

	Regulatory Members	Country
1	Rwanda Utilities Regulatory Authority (RURA)	Rwanda
2	Agence de Régulation et de Contrôle des Télécommunications (ARCT)	Burundi
3	Communications Authority of Kenya (CA)	Kenya
4	Tanzania Communications Regulatory Authority (TCRA)	Tanzania
5	Uganda Communications Commission (UCC)	Uganda
6	National Communications Authority (NCA)	South Sudan
	Sector Members	**Country**
1	Star Times Media Rwanda	Rwanda
2	Rwanda Broadcasting Agency (RBA)	Rwanda
3	Tele 10 Rwanda	Rwanda
4	NBS Television, Kampala, Uganda.	Uganda
5	Tele 10 Burundi	Burundi
6	RTNB (Public Broadcaster)	Burundi
7	Radio BENAA	Burundi
8	Kenya Broadcasting Corporation	Kenya
9	Royal Media Kenya	Kenya
10	Radio Africa Group	Kenya
11	Nation Media Group Kenya	Kenya
12	Star Times Kenya	Kenya
13	Multichoice Kenya	Kenya
14	Pan Africa Network Group Kenya	Kenya
15	Agape Associates Ltd	Tanzania
16	Tanzania Broadcasting Corporation (TBC)	Tanzania
17	Africa Media Group Limited	Tanzania
18	Clouds FM Tanzania	Tanzania
19	Sahara Media Group LTD	Tanzania

20	Star Media Tanzania	Tanzania
21	Broadband System Corporation BSC	Rwanda
23	Smile Communications Uganda	Uganda
24	The Uganda Technology and Management University (UTAMU)	Uganda
25	National Information Technology Authority (NITA-U)	Uganda
26	Internet Solutions Uganda Ltd	Uganda
27	Technology Service Providers of Kenya (TESPOK)	Kenya
28	Wananchi Group	Kenya
29	IPP Media Group	Tanzania
30	National Post Office of Rwanda	Rwanda
31	Posta Uganda LTD	Uganda
32	Regie Nationale des Postes Burundi (RNTB)	Burundi
33	Postal Corporation of Kenya (PCK)	Kenya
34	Kenya Network Information Centre (KENIC)	Kenya
35	Porting Access Kenya Ltd	Kenya
36	Tanzania Posts Corporation (TPC)	Tanzania
37	Airtel Rwanda	Rwanda
38	Uganda Telecom Limited (UTL)	Uganda
39	MTN Uganda Limited	Uganda
40	Airtel Uganda ltd	Uganda
41	Smart Uganda	Uganda
42	Nile Broadcasting Services (NBS)	Uganda
43	K2 Telecom LTD	Uganda
44	Econet LEO Burundi	Burundi
45	ONATEL	Burundi
46	Lacell-SU	Burundi
47	Burundi Backbone System(BBS)	Burundi
48	Telkom Kenya Limited (TKL)	Kenya
49	Safaricom Limited	Kenya
50	Airtel Kenya Limited	Kenya

51	Liquid Telecom Kenya	Kenya
52	Tanzania Telecommunications Company Limited (TTCL)	Tanzania
53	Vodacom Tanzania	Tanzania
54	Smile Communications Tanzania	Tanzania
55	Airtel Tanzania	Tanzania
56	Smart Tanzania	Tanzania
57	MIC Tanzania	Tanzania
	Associate Member	**Country**
1	The Media High Council (MHC)	Rwanda
2	Avanti Communications Limited	Kenya
3	Zanzibar Broadcasting Corporation	Tanzania
4	A3Q Consulting Ltd	Rwanda
5	RDB IT	Rwanda
6	AFRALTI	Kenya
7	Multimedia University of Kenya	Kenya
8	SGS Kenya Limited	Kenya

ANNEX II. EACO Partners

No	ORGANIZATION
1	East African Community (EAC)
2	The Commonwealth Telecommunications Organisation, CTO
3	International Telecommunications Organisation, ITSO
4	African Advanced Level telecommunications institute (AFRALTI)
5	Multi Media University of Kenya (MMU)
6	Global System for Mobile Communications Association, GSMA
7	ERICSSON
8	Internet Society (ISOC)
9	South African Telecommunications Association (SATA)
10	Swedish Program for ICT in Developing Regions (SPIDER)
11	ReMEDIA
12	University of Dodoma
13	Communications Regulators' Association of Southern Africa (CRASA)

EMS
Worldwide Courier

East African Communications Organisation

Ex-Fair House, 1st Floor, KN6 AV11- Kiyovu
P. O. Box 6309 Kigali - Rwanda,
Phone: +250 788 155 100
Email: info@eaco.int