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TradeMark East Africa – EAST AFRICAN BUSINESS COUNCIL (EABC)

SUMMATIVE REPORT – 13 MAY 2015

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CSO	Civil Society Organisation
EABC	East African Business Council
EAC	East African Community
NTB	Non-Tariff Barrier
PSO	Private Sector Organisation
SG	Secretary General
TOC	Theory of Change
TMEA	TradeMark East Africa
VFM	Value for Money

1. EXECUTIVE SUMMARY

The evaluation of the East African Business Council (EABC) is part of the formative and summative evaluation of private sector organisation (PSO) and civil society organisation (CSO) programmes and projects supported by TradeMark East Africa (TMEA) between 2011 and the end of 2014. The programmes and projects were implemented at a regional and national level in all East African Community (EAC) countries. The EABC programme was designed under the old TMEA theory of change (TOC).

The EABC is the apex business association in the EAC. It was established in 1997 and currently has 168 members (as at February 2015), including national umbrella private sector bodies, manufacturers associations, chambers of commerce, employer associations, women associations, banker associations and informal sector groups. The key mandate of the EABC is to be a “change agent for fostering an enabling business environment and to promote private sectors’ regional and global competitiveness in trade and investment”. The EABC is formally recognised by the EAC Secretariat as the leading private sector interlocutor and is invited to participate in many of the regional meetings. The EABC submits private sector position papers that are included in the document packs for EAC meetings. It hosts six interactions a year between business and the EAC Secretary General (SG), as part of the SG Chief Executive Officer (CEO) Forum. It also co-convenes the Consultative Dialogue Forum.

Funding from TMEA has been used by the EABC to undertake institutional capacity-building; to increase and improve its policy advocacy activities; and to strengthen its communication and knowledge management systems. The project that was evaluated was originally due to run from 2011 to 2013 but some delays saw the support continuing into 2014. A second phase of support commenced in October 2014..

The evaluation found that the EABC project was successful in meeting its main identified objectives, namely, to strengthen the institution and its advocacy capacity. TMEA support has assisted the EABC in delivering policy dialogues, research and policy positions that demonstrate its value to existing members, potential new members and other stakeholders (including EAC countries and regional bodies). The Secretary General’s CEO Forums are a good example as well as the engagement on a range of policy issues, such as non-tariff barriers, proposed regional legislation and the harmonisation of standards.

It is recommended that TMEA continue to support the EABC and that it explores possible avenues for increasing the synergies and co-ordination with other projects supporting PSOs and the EAC Secretariat.



2. INTRODUCTION

2.1 Methodology and approach of the evaluation

The purpose of this evaluation was to conduct a number of formative and summative evaluations of TMEA’s support to those PSOs and CSOs in East Africa that were supported in a number of thematic or project areas. The formative approach aimed to assess TMEA’s support to advocacy work at the national and regional levels – as well as TMEA’s support to the Society for International Development (SID) – by examining the relevance, effectiveness, efficiency, impact and sustainability of the projects. Based on this, the reports recommended ways in which the interventions could be strengthened. Secondly, the summative evaluations of the women in informal cross-border trade projects, the Kenya Shippers Council, the regional thematic platforms and the East African Business Council also employed the above criteria but with a key focus on measuring the project objectives against the eventual project outcomes.

Based on the Terms of Reference (TOR) and the Literature Review, the evaluation identified a set of questions that needed to be answered through this study (the questions proposed in the TOR are in the table below). Subsequently, discussion guides were developed. These guides covered the breadth of the TOR questions and added areas of discussion that would add to our understanding of the quality and effectiveness of each intervention’s advocacy.

Individuals involved with the programmes were interviewed and focus group discussions took place where appropriate and feasible. For a full list of interviewees, please see Annexure 1 (below).

Table 1: Questions Identified in the TOR

Category	Summative	Formative
Effectiveness <i>Effectiveness refers to the extent to which a development intervention has achieved its objectives, taking their relative importance into account.</i>	To what extent were the objectives achieved?	To what extent are the intended outputs and results/outcomes likely to be achieved in relation to targets set in the monitoring plan?
	To what extent can the identified changes be attributed to the intervention? What would have occurred without the intervention?	To what extent can the changes be attributed to the intervention? What are the major factors that are likely to influence the achievement or non-achievement of the objective?
	If gender-mainstreaming targets were set at the project’s inception, examine the extent to which these targets were achieved, as well as any successes and challenges?	If gender-mainstreaming targets were set at the project’s inception, examine the extent to which these targets were achieved, as well as any successes and challenges?
Impact <i>Impact refers to the totality of</i>	What was the impact of the project (intended and unintended, positive and	What was the impact of the project (intended and unintended, positive and

<i>the effects of a development intervention, positive and negative, intended and unintended. The impacts are the tangible long-term outcomes to which the project contributed.</i>	negative)?	negative)?
	What is the intervention's likely impact on improved business competitiveness?	What is the intervention's likely impact on improved business competitiveness?
Relevance <i>Relevance is the extent to which a development intervention conforms to the needs and priorities of the target groups, the policies of recipient countries, donors and TMEA's strategy.</i>	Extent to which project was consistent with the old TMEA TOC and policy.	Extent to which project was consistent to both the old and current TOC and policies.
	Is the intervention aligned with the trade/development policies and administrative systems of the partner country's government and EAC policies and systems?	Is the intervention aligned with the trade/development policies and administrative systems of the partner country's government and EAC policies and systems?
	Is the intervention consistent with TMEA's policies and priorities? Is the intervention consistent and complementary with activities supported by other programmes in TMEA and/or by other donor organisations?	Is the intervention consistent with TMEA's policies and priorities? Is the intervention consistent and complementary with activities supported by other programmes in TMEA and/or by other donor organisations?
Sustainability <i>Sustainability is the continuation or longevity of benefits from a development intervention after the cessation of development assistance.</i>	<p>What benefits (both social and financial) of the programme are likely to be sustainable and would continue with or without TMEA?</p> <p>What are the lessons learned that are relevant beyond TMEA?</p>	
Efficiency <i>Efficiency is the extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.</i>	To what extent and how has the intervention been effective and achieved good value-for-money (VFM)?	

3. RESULTS CHAPTER

3.1 Effectiveness

As required by the terms of reference, the evaluation sought to find out whether the project interventions achieved their objectives as defined in the project design. Specifically, the effectiveness criteria sought to assess the extent to which the defined project objectives were pursued and achieved; the extent to which any policy changes at a regional level can be attributed to the project's interventions, and whether such changes would have occurred without these interventions.

TMEA support to the EABC was used to fund three technical staff members, enhance the communication between the EABC and its members, support policy research and establish regional platforms on key issues in various sectors. The regional platforms are the focus of a separate report but are highlighted, where appropriate, in the following evaluation of the EABC support programme.

3.1.1 Assessment of project effectiveness at an outputs level

Based on the expected outputs identified in the project proposal and monitoring plan, the evaluation shows that the EABC project has achieved nearly all of the outputs – 14 out of 15 were identified as fully achieved, while one was indicated as partially achieved. Highlights included:

- The steady increase in EABC membership, from 146 (52 associations and 94 corporate members at the time of the proposal for the 2011-2014 grant) to 168 members at the time of the interviews for this evaluation being undertaken (in February 2015). The EABC also improved its retention of members to close to 100%.
- The financial management systems and procedures of the EABC were strengthened. This included the upgrading of software and the training of staff in budgeting and financial planning. Internal manuals were developed to help strengthen the administrative capacity of the EABC. This assisted in meeting the reporting requirements of donors and members.
- The five platforms on specific issues that were established, with four of them hosted by the EABC. (please refer to the separate report on some of the platforms) The tourism platform was located at the Kenya Tourism Association but this was not ideal as fewer synergies were achieved than those created by the other platforms within the broader work of the EABC. Furthermore, the tourism platform was unable to take full advantage of the linkages to EAC processes provided by the EABC. These issues are discussed further in the separate platforms report.
- The research undertaken on non-tariff barriers, standards, movement of workers and services negotiations. All of these issues are priorities for the business community in order to address key constraints to trading in the region and the research was used to provide an evidence base for the advocacy work of the EABC and its members.
- The development of a communications strategy, and the improvements made to the EABC website in order to facilitate the online dissemination of information to members and stakeholders.
- The ongoing policy advocacy on a range of priority issues of interest to the private sector, including duty remissions, the harmonisation of national exemption regimes, customs administration, and the promotion of manufacturing and technology. This included the development of private sector position papers and the presentation of these papers to the relevant EAC bodies. Like other regional apex business organisations, the EABC relies on input from its members both in determining which issues to pursue and in developing position papers. This ensures the ongoing relevance of the organisation.

3.1.2 Assessment of project effectiveness at outcomes level

The ultimate outcome of this project was to assist the EABC with strengthening its organisational and functional capacity, in order to effectively deliver services to its members (including through the establishment of sector/thematic platforms). Based on the expected outcomes identified in the EABC project monitoring plan, the evaluation showed that the following outcomes were achieved:

- The EABC has become a stronger institution with an enhanced capacity to manage its resources – both financial and human – and therefore to better service its members. This was demonstrated through the increased membership and was reinforced by the interviews conducted with members of the EABC, who noted that the organisation had been gradually improving in its performance. The relationship between the EABC and the EAC Secretariat was also noted by members as being of significant value.
- As the strength of the EABC has grown, so has its profile with stakeholders, including the EAC Secretariat, national government officials and civil society (especially via the link with the East African Civil Society Organisations Forum on the Consultative Dialogue process). These relationships provide the EABC with the necessary channels to pursue its advocacy agenda, with confidence in its ability to achieve concrete results.
- The EABC undertook extensive membership drives across the region. The interactions in EAC countries provided platforms to increase awareness amongst the business community of the opportunities and benefits of regional integration. Additional mechanisms were put in place to engage with members through bi-annual meetings of the national private sector focal points. This increased ownership, buy-in, prioritisation of advocacy issues and contributed to better retention of EABC members.
- The establishment of the Consultative Dialogue Framework after more than a decade of lobbying by PSOs and CSOs was a significant outcome that can, in part, be attributed to the activities of the EABC and its interactions with the EAC Secretariat. Greater space for engaging with business and civil society has also been created, through strong information-sharing links (e.g. regular updates from the SG on the status of the implementation of relevant EAC policies).
- The EABC's capacity to produce evidence-based research has grown. This has allowed it to support the private sector's policy positions on a range of cross-cutting and sector specific issues, and has resulted in an increased responsiveness from the EAC Secretariat and member states, to the views of business. For example, the research undertaken by the EABC (with input from the national focal points) into non-tariff barriers (NTBs) resulted in the EAC making changes to its systems for monitoring and removing NTBs.

3.2 Impact

The evaluation sought to assess the positive and negative, and the intended and unintended long-term effects of the EABC project. There are a number of specific examples that were given during the interviews for this evaluation that demonstrated the success of the EABC in advocating on behalf of the private sector in the region. These case studies show that it is possible to achieve concrete improvements in the business environment within the region and to facilitate trade through focussed, well-researched advocacy campaigns.

- Plastics Control Bill: This piece of regional legislation was drafted by the East African Legislative Assembly without consulting the private sector and it would have had negative implications for a number of industries in the region, such as limitations on the inputs available for some manufacturing processes and possible business closures. It was adopted and forwarded to the various Heads of State for signature. The EABC lobbied on behalf of its members, including directly to the Heads of State in Kenya, Uganda and Burundi. The result was that the Bill was sent back to the legislature for further consideration by and discussion with all stakeholders, including business. The EABC was able to present its position on the Bill with a view to improving the business climate in the region. Even though TMEA funding was not directly used to support this activity, it is an illustration of the impact that a strong regional apex business organisation can have on policy, if it has the necessary capacity.

- Harmonisation of standards: The establishment of the standards platform in the EABC enabled the private sector to enhance its engagement with the EAC on the process underway to harmonise standards. The result is a significant decrease in the time taken to create harmonised East African standards for priority traded products. For example, significant work was completed for cement products and edible oils, with the support of EABC members from these sectors. Harmonised standards are widely recognised as a means of facilitating intra-regional trade. The details of the work of the EABC in this area are captured in the separate evaluation on the platforms.

The evaluation also sought to assess the project's impact on the cross-cutting issues of gender and HIV/AIDS and informal cross-border trade (ICBT). As an organisation, EABC is committed to mainstreaming cross-cutting issues such as gender and the environment. However, the EABC project documentation does not refer to these cross-cutting issues and there has been no monitoring of the impact of the activities in this regard.

While these cross-cutting issues may not have been mainstreamed in the work of the EABC, they are part of the substantive agenda of the EABC (although not necessarily funded by TMEA), including through some of the work of the women in business platform, the employers or labour platform (HIV/AIDS) and through the participation of informal cross-border trade associations in EABC events and processes. This evaluation was not asked to consider the Women in Business Platform specifically but it provides some useful lessons for TMEA's future engagement with the EABC (see box below).

Women In Business Platform

This evaluation was not asked to look at the work of the Women in Business platform hosted by EABC (together with other platforms on professional services, standards, tourism, labour and health). It did, however, come up in a number of the interviews and it is suggested that there is some merit in considering the future of the platform in the context of the gender strategy developed by TMEA. The work of the platform provides a specific focus for advancing the concerns of women regarding regional integration and trade issues in East Africa. It is well-supported by a range of women's associations in the region, including those representing informal cross-border traders. There are currently no other East African regional initiatives aimed at achieving the same outcomes and specifically providing a direct channel for advocacy between businesswomen and regional policymakers. Before the platform was established, there had been a similar initiative supported by the World Bank but this was not actively pursued once it became clear what the platform could offer and the strength it had in being part of the EABC.

During the short time in which the platform was operational, it managed to achieve some concrete results. It successfully lobbied the EAC Secretariat for the recognition of the specific concerns of businesswomen in the regional strategy regarding the promotion of women in socio-economic development. The platform co-ordinator was able to play a leading role in the development of the EAC strategy in this regard and was recognized for her useful input. The platform itself was acknowledged by the EAC Secretary General, who has publicly recorded his support for its continuation and has included representatives from the members of the platform in his official delegations when he travels. The platform not only provided a useful networking opportunity for women's organisations in the region but also developed concrete proposals for activities that would enhance the participation of businesswomen in intra-regional trade. For example, the platform worked with the East African Development Bank to design a financing tool that could be accessed by businesswomen in order to assist them in improving the competitiveness of their companies. This is particularly crucial given that access to finance is widely recognised as one of the primary constraints for the private sector in Africa. It was not possible to see this proposal through to implementation before the funding for the platform ended.

3.3 Relevance

The evaluation sought to establish whether the EABC project is consistent with TMEA policies and priorities as defined in the old TOC, and the extent to which the project responded to the evolving economic needs at both a national and regional level.

The assessment shows that the project was anchored under the TMEA PSO and CSO programme; itself derived from TMEA’s overall goal in the old TOC. This was defined as providing support to EAC countries to improve their trade competitiveness, through increased market access, an enhanced trade environment, and improvements in the quality and price of their products. Specific project support – as part of the overall support to PSOs in the EAC region – was anchored under strategic outcome 3, which focussed on supporting the private sector organisations in positively influencing regional integration policies and practices for growth in trade.

The assessment specifically found that the EABC project interventions cut across other outcomes of TMEA’s old TOC (especially strategic outcome 3) and all three strategic outcomes of TMEA’s new TOC (as summarised in Table 1 below).

Table 1: Alignment of the EABC project to TMEA old and new Theory of Change

Old Theory of Change strategic outcomes	New Theory of Change strategic outcomes
<ol style="list-style-type: none"> 1. Reduction in transport and related costs along the key corridors 2. Increased implementation of regional integration policy 3. Private sector and civil society positively influence regional integration policies and practices for growth in trade 	<ol style="list-style-type: none"> 1. Increased physical access to markets 2. Enhanced trade environment 3. Improved business competitiveness

The assessment also found that the project’s purpose closely aligns with key priorities of the EAC regional integration process, including the aim of facilitating cross-border trade and reducing trade transaction costs, as defined in the EAC Treaty and the Customs Union Protocol. The EABC mission is also aligned with that of the EAC as a whole, given that it is the regional apex PSO with a primary focus on policy advocacy on the issues that form part of the EAC agenda and that impact on the private sector.

3.4 Efficiency

The evaluation’s efficiency criterion looked at the value-for-money (VFM) aspect of the project. In this respect, the evaluation sought to assess whether the interventions were justified based on the number of inputs supported through TMEA and whether the EABC could have achieved the same results with fewer inputs (including the financial resources used for the project’s interventions). Based on these considerations, the project’s VFM is rated as high. The EABC recorded achievements against all key output areas, the findings of which demonstrate that TMEA’s funding was well-spent.

The EABC implemented a number of steps which corroborated the finding that the project demonstrates VFM:

- The EABC employed those with the technical expertise to implement the project on a contract basis thus minimising the use of external consultants (which is a more expensive option);

- The EABC made effective use of its limited human resources, owing to its staff (including the platform co-ordinators) being willing to work on a broad range of issues in order to advance the objectives of the organisation; and
- Synergies with other EABC projects were identified in order to maximise the use of limited resources.

It is recommended that if TMEA continues to support the EABC then further work needs to be done in exploring the use of online communication platforms and virtual meetings (for some groups), so as to reduce the expenses related to travel and meetings. This could include the exploration of cost-sharing models with members who are in a position to cover some of their own expenses when participating in EABC activities. The intense travel schedule of EABC staff – and especially the CEO – is a challenge that requires ongoing monitoring and the exploration of options that could minimise the negative impact on the day-to-day work of the organisation. These could include a designated deputy or chief operations officer, which would benefit the overall management of the EABC and also assist in succession planning.

3.5 Other notable achievements catalysed by the EABC project

Given the broad nature of the support provided to the EABC, it is difficult to identify any positive outcomes that were not envisaged in the project proposal itself. The achievement of the outcomes and impact noted above is significant as the expectations were high and the output delivery ambitious.

One notable exception is the establishment of the EAC SG CEO Forum. This is a series of meetings hosted by the EABC and the EAC Secretary General that bring together its members, the wider private sector within the EAC and national government officials, to discuss regional integration. There are six meetings of the CEO Forum each year – one in each of the EAC member states and a regional consultation. These meetings have been successful in building awareness among the business community of the work of the EAC and its agenda for integration. They provide a platform for private sector representatives to also voice their concerns about the business environment in the region and to suggest issues to be pursued at a regional level. The EABC has also benefitted from the Forum as it provides an opportunity to recruit more members and to offer an event of value for existing members. The matters discussed at the CEO Forum meetings also provide useful information for the development of EABC position papers. Furthermore, the issues raised by the participants in these meetings assist in setting priorities for the activities of the EABC, with a view to ensuring that they are aligned with the interests of members and the broader business community in the region. The recommendations from the regional CEO Forum meeting are presented to the EAC heads of state.

4. PROJECT APPROACH – Sustainability and Scaling-Up

The evaluation sought to assess the likelihood of the realised project benefits continuing after TMEA's support has ended. The EABC has existed for nearly twenty years (since 1997) and is a well-established regional business organisation. It is considered the strongest regional private sector body on the continent by the African Development Bank, which mapped PSOs and their engagement on trade policy and regional integration issues in 2012. One of its key strengths, and a major factor in the ongoing likelihood that the EABC will continue to operate, is the formal link that it has with the EAC Secretariat. The ability of the EABC to participate in EAC meetings as an observer and through the Consultative Dialogue Framework on behalf of the private sector, and to submit position papers for consideration, adds significant value to the services offered by the organisation. The EABC is unique in this regard and there are no other PSOs in the region that have the same level of access

to EAC policy processes. This access is critical for the successful advocacy by PSOs and CSOs as recognised in the TMEA programme.

The EABC admits that it is not yet as financially self-sufficient as it had hoped when it submitted its proposal to TMEA for the project under evaluation. The target had been that 60% of the EABC's budget would be derived from membership fees by 2014. This was not achieved. However, the EABC has been successful in increasing its membership base steadily, and has more than doubled its members in the last 5 years, from 79 in 2011 to 168 in 2015. The current membership fees are US\$1,000/year for business associations and US\$2,000/year for individual companies (which are primarily multinational corporations). The membership fees make up the core budget of the EABC and are used to fund key staff positions (e.g. CEO, trade economist, membership manager and communications officer), board meetings and fixed operating costs (e.g. rent, telecommunications). In addition to membership fees, the EABC has received support from other donors, including the African Capacity Building Foundation (ACBF), the Commonwealth Secretariat, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the International Trade Centre. Most of this funding covers the costs associated with specific activities or projects implemented by the EABC (as opposed to core costs). This is a fairly common model used by PSOs in developing countries where donor funding is used to increase the service offering of the organisation, with the aim of enticing more members to join and thereby increasing its sustainability in the long run. The risk associated with this strategy is that it can create a degree of free-riding by companies who might then find it difficult in the future to see the reason to pay for their membership or services of the organisation. Finding the necessary balance between short-term delivery (to gather momentum and attract members) and long-term sustainability from private sector resources is not easy for any PSO. There are also added complications for regional bodies that have a broader set of policy advocacy objectives and often do not offer the traditional fee-based services of a national chamber of commerce or industry body (e.g. certificates of origin, trade missions).

In summary, there is little doubt that the EABC is a sustainable institution and has achieved a good level of credibility among EAC officials and national private sector organisations. Even other CSOs interviewed for this project noted the usefulness of the work done by the EABC (often with some longing for a more effective regional civil society structure). Further time is required for the EABC to achieve its goals with regard to attracting funding from its members and other private sector sources. Careful consideration needs to be given by partners, including TMEA, to the likely impact of their support programmes on the long-term financial sustainability goals of the EABC. For example, it might make more sense to support the core activities of the EABC in order to see these build up with consistency and certainty for members, rather than creating new projects around short-term agendas (e.g. the women in business platform).

5. FUTURE DIRECTION – Lessons Learnt and Recommendations

The evaluation sought to assess the lessons that are relevant to sustaining the achieved project benefits in a post-TMEA period. The findings show that:

- Consistent, long-term support is necessary if a PSO is to achieve real impact through its policy advocacy activities, especially at a regional level. This has been demonstrated by the EABC's progress and in the traction that it has gained among its membership and EAC policymakers over the past few years in particular. The EABC has become the recognised voice of the private sector at a regional level and the private sector has generally acknowledged that the EABC is a useful channel through which to communicate with regional policymakers. This has been enhanced by the strong relationship that the EABC has built with the EAC Secretariat which enables, for example, private sector position papers to be circulated as part of the document packs at meetings.

- Through the support provided by TMEA and other donors, the EABC has been able to increase its capacity to offer services of value to its members, such as the CEO Forums and opportunities to participate in EAC delegations. This has resulted in strong growth in its membership base and has therefore enhanced its core funding from membership fees. The TMEA funding acted as a catalyst for this institutional capacity-building and made a direct contribution to the sustainability of the EABC.
- The development of the EAC SG CEO Forums has shown the value of regular, high-level engagements between regional officials and business. The events have enabled the EABC to establish itself as the leading regional PSO, while at the same time creating stronger links to national organisations, especially those responsible for arranging the CEO Forums (e.g. the Tanzania Private Sector Foundation). These meetings also provide important sources of information that assist the EABC in the development of its advocacy agenda and activities. It will be important to ensure the sustainability of these meetings through encouraging the members of the EABC to take greater ownership of the national meetings (including picking up more of the associated costs) and also making sure that the next EAC SG is encouraged to continue with the engagements. Consideration should be given to ways in which the Forums could be institutionalised. There would also be potential to develop a sponsorship model for the regional event so as to raise additional funds to cover the expenses involved (like the COMESA Business Summit, for example). This would require careful monitoring mechanisms to track the value add of the process.
- TMEA supported the creation of a number of private sector platforms that were housed within the EABC. These were useful initiatives for dealing with the specific themes of each platform (professional services, standards, women in business, and labour) but also had wider benefits for the EABC. They strengthened the capacity of the EABC through the expert staff that were employed to manage the platforms and provided additional value for its members. That being said, the uncertainty over TMEA's ongoing support for the platforms has created a challenge for the EABC. The initial support was only for a short period and there was not enough notice provided for the EABC to develop appropriate exit strategies for the withdrawal of the TMEA resources that had been used to set up the platforms. The lesson here is to avoid the creation of new structures if there is only short-term funding available, and to work with existing institutions (like the EABC) to build sustainable capacity for tackling priority issues.

Based on the findings, the evaluation makes the following recommendations:

- The EABC has established itself as a recognised, effective regional business organisation and TMEA should consider continued support to its activities in line with the revised TOC. The TMEA funding is a useful supplement to the membership fees raised by the EABC, as well as the support that it receives from other donors. Even if TMEA's funding is geared towards specific areas and activities, it can still be a useful catalyst for further fundraising efforts by the EABC.
- The EABC has proposed to focus on a new phase of the project on increasing intra-regional trade and improving the business policy environment in the EAC.
- Given the fundamental role of the EABC, TMEA could consider mechanisms for improving the day-to-day interactions within the organisation, such as a greater role for the staff in the TMEA Arusha office in designing and monitoring the programme. This would facilitate more regular communication and a deeper understanding of the expectations on both sides of the partnership.
- It is recommended that TMEA consider working with the EABC to design exit strategies or to create models for the greater diversification of its funding (as set out in the EABC strategic plan), especially in areas where TMEA can only provide short-term assistance (e.g. the women in business platform).

- Consideration could be given to improving the co-ordination within TMEA for the support that it provides to PSOs regarding regional issues. It would be useful to involve the EABC directly in this regard, given its umbrella role and its relationship with the EAC Secretariat. For example, the EABC could be asked to comment on proposals received from PSOs for regional activities, in order to ensure that they are not duplicating work already under way either within the EABC itself or other member organisations. This would also help to enhance the ability of the EABC to represent the views of the private sector in the region by providing them with an appreciation of the work being done by other PSOs.
- The EABC relies heavily on its members to contribute to its research and advocacy activities. There is scope for greater synergies to be created between the support provided by TMEA to the EABC, and the support from the country programmes to national PSOs (many of whom are members of the EABC). For example, support to the EABC in the area of standards is greatly enhanced by research and the development of national level position papers by relevant PSOs. This is in line with the approach suggested in the PSO and CSO programme outlined by TMEA.
- The EABC would be keen to offer more training opportunities to its members. There are possibilities for this to be done under existing projects funded by TMEA with other PSOs and CSOs in the region (e.g. building a section on the EABC and its role as a regional advocacy body into the training workshops offered by the Tanzania Chamber of Commerce, Industry and Agriculture on non-tariff barriers).
- Likewise, there is clear evidence that the support provided to the EABC is particularly effective when there is also corresponding support provided to the EAC Secretariat in the same area (for example, in addressing non-tariff barriers). It is recommended that this ‘twinning’ approach be continued to maximise the value of the TMEA funding and the likely impact on policy and action at a regional level.
- The EABC is acknowledged by the EAC as the leading private sector interlocutor on regional issues. It is recommended that TMEA consider the design and implementation of PSO support activities with a view to not undermining or weakening the status of the EABC in this regard. For example, the objective of creating stand-alone private sector platforms that are not fully integrated into the EABC would have had the effect of increasing competition among PSOs operating at a regional level and would have reduced the effectiveness of public-private dialogue around key issues.
- Given that the EABC is funded by a range of different donors in addition to TMEA, it is recommended that a common reporting format be developed so as to minimise the time required by EABC staff to implement different monitoring and evaluation requirements.
- The EABC has identified a number of institutional challenges where additional support from TMEA could be useful, including its monitoring and evaluation capacity, and advocacy and negotiation skills training for EABC staff and members.

6. REFERENCES and APPENDICES

EABC: Proposal: Strengthening EABC’s Institutional and Advocacy Capacity to Enhance Private Sector Engagement in the Integration Process

EABC: EABC’s Institutional and Advocacy Capacity to Enhance Private Sector Engagement in the Integration Process – Quarterly Report; April-June 2013

EABC: Strengthening EABC’s Institutional and Advocacy Capacity to Enhance Private Sector Engagement in the Integration Process – End of Project Report; December 2013

TMEA PSO/CSO Programme; 2011-2013

ANNEXURE 1: INTERVIEWS

The following are the specific interviews carried out on the work of the East African Business Council. The Imani Development team asked some of the other PSOs and CSOs interviewed for the other evaluations if they worked with the EABC and what their impression was of the work done by the organisation in the region.

NAME	DESIGNATION	ORGANISATION	CONTACT DETAILS
Arusha, Tanzania			
Lilian Awinja	Membership Officer	EABC	lawinja@eabc-online.com
Arnolda Chao	Programme Coordinator, EASP	EABC	achao@eabc-online.com
Adrian Njau	Trade Economist	East African Business Council	anjau@eabc-online.com
Ruth Kihiu	Regional Coordinator	East African Women in Business Platform	rkihiu@eabc-online.com kihiulawyer@gmail.com
Agatha Nderitu	Regional Integration Advisor	Saana/DANIDA (Former EABC)	agatha@saana.com

Interviewer Details	
Interviewer Name	Catherine Grant Makokera
Location	Arusha, Tanzania
Date	19-20 February 2015