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TradeMark East Africa Summary Paper of the PSO/CS Evaluation

SUMMATIVE REPORT – 15 MAY 2015

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ABBREVIATIONS AND ACRONYMS

CSO	Civil Society Organisation
DANIDA	Danish Development Assistance
EABC	East African Business Council
EAC	East African Community
EACSOFF	East African Civil Society Organisation Forum
EAPSP	East African Professional Services Platform
EASP	East African Standards Platform
EASSI	East African Sub-Regional Support Initiative
EATP	East African Tourism Platform
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ILEAP	International Lawyers and Economists Against Poverty
ITC	International Trade Centre
KEPSA	Kenya Private Sector Association
KSC	Kenya Shippers Council
KTF	Kenya Tourism Forum
MPCC	Mombasa Port Community Charter
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NTB	Non-Tariff Barrier
PS	Private Sector
PSDS	Private Sector Development Strategy
PSF	Private Sector Federation
PSO	Private Sector Organisation
RCSP	Rwanda Civil Society Platform
RI	Regional Integration
RPSF	Rwanda Private Sector Federation
SCEA	Shippers Council of East Africa
SEATINI	The Southern and East African Trade, Information and Negotiations Institute
SfCG	Search for Common Ground
SID	Society for International Development
SIDA	Swedish International Development Assistance
SoEAR	State of East Africa Report
TANGO	Tanzania Association of Non-Governmental Organisation

TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TMEA	Trade Mark East Africa
ToC	Theory of Change
TOR	Terms of Reference
TPSF	Tanzania Private Sector Foundation
UFFA	Uganda Freight Forwarders Association
UN	United Nations
UNGOF	Uganda National NGO Forum
UNDP	United Nations Development Programme
VFM	Value for Money
WICBT	Women in Cross-Border Trade

EXECUTIVE SUMMARY

TradeMark East Africa’s (TMEA) partnership with Private Sector Organisations (PSO) and Civil Society Organisations (CSO) seeks to positively influence regional integration policies and activities, ultimately leading to a growth in trade within the region, in line with TMEA’s current Theory of Change (TOC). TMEA aims to achieve this by assisting the selected PSOs and CSOs in strengthening their implementation and advocacy capacity, whilst also increasing the levels of collaboration between them. This programme of support was developed in response to the perceived lack of effective involvement of the private sector and civil society in the recent integration processes in the East African Community (EAC).

TMEA designed an integrated programme of support to assist the selected organisations in their research, advocacy and collaborative networking efforts. The overall programme has both a regional and a country-specific component, with budgets of just under US\$22-million and US\$14.1-million, respectively.¹ The regional programme focuses on projects of a regional cross-cutting nature, while the national PSO/CSO programmes are driven by the demands from within the specific context of each country.

The evaluation examined the following programmes: the Society for International Development (SID); three projects related to women in informal cross-border trade, including East African Sub-Regional Support Initiative (EASSI), ProFemme and Search for Common Ground (SfCG); the Shippers Council of East Africa (SCEA); regional thematic platforms including the East African Standards Platform (EASP), the East African Professional Services Platform (EAPSP) and the East African Tourism Platforms (EATP); and the East African Business Council (EABC). Separate reports on each of these programmes were written. In addition, the evaluation also examined the quality of the advocacy work within these and other programmes at both a national and regional level.

Table 1: List of TMEA Supported Programmes and Report Subjects

Country	Organisation	Title of Project	Objective
Tanzania	Society for International Development	State of East Africa Reports (SoEAR)	Generate relevant and timely knowledge and create spaces for encounter and dialogue between diverse constituencies.
Rwanda, Burundi, Uganda	Women in Cross Border Trade (WICBT)	Empowering women informal traders in the East African Common Market	Enhanced coordination of support efforts to women in trade at policy level; improved knowledge of trade issues among the different women traders in the EAC partner states; and establishment of regional small-scale trade associations for women traders.
Kenya	Shippers Council of East Africa (SCEA) (formerly Kenya)	Increasing efficiency in transport and logistics systems in Eastern Africa through enhanced capacity	SCEA improves the effectiveness of transport, logistics and trade facilitation services in Kenya and at

¹ TradeMark East Africa. (2011). Project Appraisal Report: TMEA’s Partnerships with Business and Civil Society; and TradeMark East Africa. (2011). Project Appraisal Report: TMEA’s Partnerships with Business and Civil Society (National Level)

	Shippers Council (KSC)	of SCEA	regional level.
Tanzania, Kenya	East African Business Council (EABC), Kenya Tourism Forum (KTF)	Support to thematic platforms on tourism, standards and professional services	Enhance policy reforms on specific issues that have a fundamental bearing on the region's trade and investment environment.
Tanzania	East African Business Council	Strengthening EABC's institutional and advocacy capacity to enhance private sector engagement in the integration process	Increased organisation and functional capacity to effectively deliver services to its members; establishment of six sector/thematic platforms, and establishment of EAC Consultative Dialogue Framework; and membership satisfaction with provided services.

Table 2: List of TMEA Quality of Advocacy Projects Evaluated

Country	Organisation	Title of Project	Objective
Kenya	Kenya Private Sector Alliance (KEPSA)	Improving Kenyan trade logistics and the investment climate	To improve Kenya trade logistics and the investment climate.
Rwanda	East African Civil Society Organisation Forum (EACSO) Rwanda	Increase the role of civil society in the EAC integration process	To strengthen the institutional and organisational capacity of CSOs in Rwanda.
	Rwanda Private Sector Foundation (RPSF)	Creating conducive business environments and enhancing private sector capacity	To improve the legal business environment for private sector associations in Rwanda and at the East African regional level.
Tanzania	Tanzania Chamber of Commerce Industry and Agriculture (TCCIA)	Non-tariff barriers project	To strengthen capacity of TCCIA to play a leadership role advocating removal of non-tariff barriers (NTBs) in Tanzania.
	Tanzania Association Of Non Governmental Associations (TANGO)	Civil society engagement in promoting East African regional integration	To empower civil society organisations to effectively engage and influence policies through capacity development, information sharing and coordination.
Uganda	Uganda Freight Forwarders Association (UFFA)	A research grant on non-tariff barriers (NTBs) assessment of the impact of intra-EAC trade with a view to eliminating them and enhancing regional trade	To influence development of a regional policy to eliminate trade barriers and enhance regional integration.
	Southern and East African Trade, Information and Negotiation Institute (SEATINI)	Strengthening SEATINI's institutional capacity for enhancing CSOs' strategic engagement in the EAC regional integration	To strengthen the capacity of SEATINI to enable it to strengthen the capacity of CSOs' strategic engagement in the EAC regional integration process.

General findings and recommendations

There have been remarkably similar findings across the programmes evaluated and these centre around: firstly, the specific nature and needs of the membership organisations, including the EABC and SCEA; secondly, the importance of relationship-building between the PSOs and CSOs on the one hand, and the EAC and governments on the other, as well as the amount of time that it takes to do so in the region; thirdly; the strengths of the programmes, namely the quality of the technical support received, the flexibility of the output expectations,

and the quality of the partner organisations and beneficiaries; and fourthly, the weaknesses of the programmes, including the short timeframes and limited budgets awarded to projects, weak monitoring and evaluation (M&E) processes, and the lack of predictability and communication regarding disbursements and follow-up funding.

In terms of the quality of the advocacy work, the evaluation found that advocacy and lobbying is a dynamic process in which partner organisations have to be well prepared (in terms of research) and very responsive (to their constituency's needs). In general, the advocacy work embarked on by the partner organisations has been very successful, and the approach followed can be scaled upwards and replicated. The partner organisations' results in advocacy and lobbying remain difficult to attribute, however, as many processes, actors and influences drive such a process towards a certain conclusion.

The general recommendations focus on how to improve the sustainability of TMEA's interventions, on how to strengthen the chosen partners' organisations, how to include new topics in follow-up work, on donor coordination and, finally, on TMEA's processes, including M&E. It is also recommended that TMEA looks in to how the synergies that exist between the various programmes can be exploited, and how organisations can co-operate, share ideas and eventually collaborate on certain advocacy outcomes.

Having started work with a number of PSOs and CSOs in the region, TMEA has been able to address a host of issues that affect regional integration efforts. However, much remains to be done in the region. Through its support to membership organisations, critical capacity-development work has been done but this new, in-house capacity is still very vulnerable to the loss of ongoing support.

In preparing PSOs and CSOs for a TMEA exit strategy, there are a number of capacity-related issues that were examined within the evaluation and a significant number of recommendations focus specifically on how partner organisations should be further supported and empowered in order to ensure the continuous, consistent and successful implementation of projects, with a clear exit strategy already in place at the start of a programme.

During the inception phase of this evaluation, it became clear that TMEA had a newly-developed gender policy and was keen to mainstream gender issues into their programming. Some of the recommendations that emerged during the evaluation in this regard are that very few organisations are recording any form of gender impact data but that most would be willing to do so. PSOs and CSOs are uniquely placed to work on gender and HIV/AIDS and are more natural partners than governments in many respects. Developing specific interventions – or supporting existing ones – that can deal with these issues (e.g. the East African Women in Business Platform (EABS), as discussed in the EABC Report) could result in the concrete implementation of TMEA's gender policy. Whereas HIV/AIDS is not a corporate priority at present, the evaluation would recommend TMEA consider an HIV/AIDS policy at the partner level as this disease has an ongoing negative impact on economic development in the region.

Almost all of the projects that were visited commented on the difficult nature of TMEA's M&E system. The evaluation was aware that TMEA has developed a new M&E system, which it is only starting to implement, and thus the evaluation will not provide any in-depth commentary at this point. However, the evaluation recommends that partner organisations are trained on best M&E practice and on how to comply with all TMEA reporting requirements in order to avoid funding disbursement problems. Programmes spoke of the lack of predictability and consistency in terms of TMEA's disbursements and these seem related to the lack of understanding in reporting requirements. Some of the partner organisations do receive funding from a broad funding base and it would be useful to ensure that the reporting

requirements overlap with the requirements of these other donors, so as to ease the burden of reporting and thus concentrate on actual implementation.

At the outset, TMEA indicated that it aims to build links and partnerships between the projects that it supports, but little has been achieved in this regard as far as the evaluation could establish. It is suggested that some of the evidence-based research is shared amongst beneficiary programmes in order to create a platform upon which future partnerships can be built. Lesson learning and exchange visits between partner organisations should also be encouraged.

TMEA should also co-operate more closely with other donors (such as Swedish International Development Assistance (SIDA), Danish Development Assistance (DANIDA), the International Trade Centre (ITC), International Lawyers and Economists Against Poverty (ILEAP)) that are active in the region, in order to boost its sustainability results on the projects that it has been supporting. There is already good co-operation with Gesellschaft fuer Internationale Zusammenarbeit (GIZ) in the EAC, which can be further strengthened.

Advocacy findings and recommendations

The evaluation findings and recommendations on the quality of advocacy is based on projects funded by TMEA namely: KEPSA, EACSO Rwanda, RPSF, TANGO, TCCIA, SEATINI and UFFA. (For a detailed discussion of these, please see the separate report on Quality of Advocacy.)

Policy change does not occur overnight. In most cases it is linked to the political environment and its commitment to economic development and the extent to which government is willing to ensure access to PSOs and CSOs. Effective advocacy is underpinned by research but most organisations do not have adequate financial resources for this. All the organisations that undertook evidence-based advocacy were successful in bringing about change in the policy or regulatory frameworks. In addition, governments and public bodies are sensitive to critical reports, especially if they are based on robust research and come from a credible source.

However, change does not come from the logical arguments alone or from presentation of research results in support of changes required. Much is dependent on the character, approach and credibility of those seeking change and the receptiveness of those they are seeking to persuade.

The projects supported by TMEA have different approaches to policy advocacy. TANGO struggled to achieve desired results because it seems most of its experience is in activism. Policy campaigning is a goal-oriented advocacy, which aims to set the policy agenda rather than simply monitoring or reacting to government policymaking. This goal is very high for all the projects. Even KEPSA and KSC advocacy efforts were reactive. There is need to build capacity in this area for all the projects.

The projects supported by TMEA were successful in monitoring and identifying bottlenecks in the relevant sectors they were working in. The SFCG monitored the issues pertaining to micro, small to medium enterprises. KEPSA monitored bottlenecks in the private sector, transport and logistics issues and caused government to take remedial action including the development of the Mombasa Port Charter. TCCIA is using the online reporting and SMS system to track the removal of NTBs.

Campaigning for policy change utilises several tools including public demonstrations, protests, letter writing, lobbying, use of media, and legal action campaigns. In the case of the projects, the tools used were research, lobbying, consultations and the media. This therefore indicates that, on economic issues, these are the preferred tools.

The levels of success amongst the organisations also reflect the levels of internal capacities. In all the cases the reporting skills were different as reflected in the M&E reports. Almost all the reports were narratives and not output based. All the projects request support to strengthen their reporting and monitoring skills.

The field reports and M&E reports indicate minimum capacity in reporting and monitoring of project outputs of many of the projects. TMEA should develop tools to develop the work plans, output-based reports and M&E reports, and build uniform capacity.

Almost all the M&E reports indicate that policy change is a long-term process and that sustained engagement is needed to ensure that the successes at local government level influence national legislation. Capacity to communicate with all stakeholders is critical. Some of the projects could have achieved better results if communication skills were strong.

There is still need for additional support to improve the business environment. The issues of corruption, transparency in business procedures, land allocations and disputes, movement of goods, property rights and registration, security, transport and transit bottlenecks affect the business and trade environments and need to be addressed. KEPSA has demonstrated that, given support, it can draft policy frameworks to address these challenges.

Overview of findings	
Effectiveness	There is very good evidence that all of the TMEA-supported organisations have achieved their intended outcomes and have ultimately contributed to enhancing trade within the EAC and neighbouring countries through improving the business environment.
Impact	Overall, the interventions supported by TMEA have impacted positively upon the beneficiaries of the programmes, as well as upon government officials and the implementing organisations. Advocacy outcomes were especially positive in SCEA and the thematic platforms. Some of the WICBT programmes did not have any specific advocacy impact. The State of East Africa Reports (SoEARs) have had limited impact, however, despite being distributed and discussed widely.
Relevance	All of the programmes supported by TMEA were highly relevant to regional integration in East Africa and aligned with TMEA's ToC (2011). Through working with established organisations that understood both the challenges faced by the region in the specific fields and the environment in which they operated, and building upon these organisations' past activities, TMEA ensured that the work undertaken remained relevant to the beneficiaries. The evaluation also found that the programmes' outcomes are relevant to TMEA's overall objectives of increasing trade through the enhancement of the trade environment. While it was not within the scope of this evaluation to measure these interventions against TMEA's current ToC (2014), most of the activities remain in line with the new ToC.
Efficiency	Efficiency in delivering the programmes was largely achieved by leveraging the existing knowledge and experience of the implementing organisations (e.g. networks, contacts, past research, mapping studies, etc.) to accurately identify interventions and implement them. This was supported by the flexible approach taken by TMEA to manage the implementation of these programmes, thus ensuring that the activities kept track of any changes within the socio-political environment and were employed where the

	<p>greatest impact could be achieved. The relatively small budgets and small numbers of staff yielded more than was expected in a number of programmes, which reflected as good value-for-money (VFM).</p>
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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, which are attached in Annexure A (below). 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 B (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	What was the impact of the	What was the impact of the

<i>Impact refers to the totality of 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>	project (intended and unintended, positive and negative)?	project (intended and unintended, positive and 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>	What benefits (both social and financial) of the programme are likely to be sustainable and would continue with or without TMEA? What are the lessons learned that are relevant beyond TMEA?	
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)?	

Methodology for Advocacy Quality

The interviewers and analysis team took note of the Bellwether methodology within the context of the advocacy quality assessment. While Bellwether suggests a 50% sample of key informants that have a special connection to the issue being explored and a 50% sample of respondents that have no connection to the policy issue but should be observers and actors within the relevant field, the fieldwork phase did not allow for such broad sampling. Instead, the evaluation used the Advocacy Assessment Framework 9 point assessment. This is a

methodology developed by the Redstone Strategy Group, Western Energy Project, the William and Flora Hewlett Foundation and several other organisations to plan, monitor and evaluate advocacy investments. This methodology delved deeper in terms of quality by looking at the institutional frameworks in place both before the programme was initiated and also after the intervention. The analysis used the following nine points (as adapted from the Standard Social Innovation Review²) to predict and assess the feasibility and quality of the advocacy campaign's successes:

- ✓ **Functioning institutions for adoption:** The EAC and EAC private sector (PS) legislative legal and regulatory institutions are functioning sufficiently for advocacy to be effective;
- ✓ **Open policy window:** External events or trends spur demand for the solution;
- ✓ **Feasible solution:** A feasible solution has been developed and shown in other regions to produce the intended benefits;
- ✓ **Dynamic master plan:** A pragmatic and flexible advocacy strategy and communications plan is ready for execution;
- ✓ **Strong campaign leaders:** Central advocates can assemble and lead the resources to execute the strategy and communications plan;
- ✓ **Influential support coalition:** Allies can sway the needed decision-makers and help the campaign leader to pursue the solution;
- ✓ **Mobilised public:** Relevant public audiences or expert groups actively support the solution and its underlying social principles;
- ✓ **Powerful inside champions:** Decision-makers who can move the agenda or can overcome the opposition, support the solution and its underlying principles; and
- ✓ **Clear implementation path:** The implementing institution has the commitment and the ability to execute solutions, or advocacy follow-up is foreseen for implementation at the national levels.

The analysis (i.e. post-fieldwork) phase sought to reveal summative effectiveness in communication, effectiveness in moving issues onto policy agendas, and its significance in the sector. The analysis further looked for specific gaps in knowledge and whether the issues are being communicated effectively to constituencies.

The sample of interviewees is attached as an Annex as well as the list of literature reviewed to back up the findings with secondary data.

1.1 Theory of Change

TMEA's Theory of Change (TOC) includes a number of propositions, which should ultimately contribute to the achievement of TMEA's end goal of increasing trade in the EAC. The three pillars of this ultimate goal, all relating to increasing trade, include increasing the levels of physical access to markets, enhancing the trade environment, and improving business competitiveness.

² Assessing Advocacy By Ivan Barkhorn, Nathan Huttner, & Jason Blau Standard Social Innovation Review| 1 | Spring 2013

The revised ToC (2014) presents a more focused approach from the earlier one developed in 2011. The revised ToC includes phasing out certain activities that TMEA does not deem to be part of their core mandate, while focussing their resources on projects that are either directly related to their main objective or that can act as an enabler to the agency's ultimate objective.

The most prominent change between TMEA's 2011 and 2014 ToCs is the phasing out of support to activities related to the EAC Monetary Union and Political Federation. Similarly, within the four freedoms of the common market (free movement of goods, services, labour and capital), the free movement of labour and capital are no longer considered as an intervention area for TMEA.

One of the key shifts in the revised ToC (2014) is a greater focus on the participation of civil society and private sector stakeholders in contributing to the ultimate objective of increasing trade. For example, the revised ToC explicitly recognises that the provision of support in the area of 'private sector/civil society-led policy formulation' can positively influence the ultimate goal of an increase in trade. Similarly, 'improved processes for small traders, especially women' is also included as an 'enabling' area. While these outcomes were implicit in the previous ToC, they were not mentioned specifically. Ultimately, both of these intervention areas form part of two of the three pillars (namely, enhanced trade environment and improved business competitiveness) by enhancing business regulation for trade.

Over the course of conducting the evaluation, the team took note of these changes and how the projects were aligned with the original ToC. The evaluation also indicates where the project objectives are not in line with the current ToC. Programmes were not evaluated strictly against these ToCs but rather against the evaluation questions posed in the TOR and the subsequently developed discussion guide (see Annexure A). Predominantly the findings were that the programmes under review fit well with both the old and the new ToC.

1.2 Limitations

The main challenge experienced in conducting the Review was the unavailability of some key targeted stakeholders. For example, the Executive Secretary for EACSOF Rwanda as well as the Executive Director of the East African Business Council was not available for interviews. In addition, the limited time available between the Inception Phase and the Field Work Phase resulted in interviews being arranged in a short period of time resulting in some interviews having to be conducted via Skype or not at all.

2 KEY FINDINGS AND RECOMMENDATIONS

2.1 General Findings

There have been remarkably similar findings across the programmes evaluated and they are listed here under the recurring topics of:

- the specific nature and needs of the membership organisations, including the EABC and SCEA;
- the importance of relationship-building between PSOs and CSOs on the one hand and the EAC and governments on the other, and the amount of time that it takes to do this in the region;
- the programme design successes; and
- the programme design weaknesses.

2.1.1 Membership Organisations

In general terms, it was found that the membership organisations, EABC and SCEA at the regional level and UFFA, KEPSA and PSF at the national level, benefitted tremendously from TMEA's support, and with this support they have been able to influence policy development and implementation in the region. However, the evaluation cautions TMEA to place greater emphasis and focus on the importance of sustainability and building capacity in order to ensure that there is an exit strategy for TMEA. Although sustainability and the importance of fund-raising, and the successes of most programmes to attract additional funding from other donors were raised within programmes, none of the newly constructed platforms could continue without TMEA support after a mere two years. During the lifespan of the TMEA support programme, there should be a strong focus on building these organisations' capacity to become self-sustaining, whether through higher membership fees, introducing service fees, and/or building relationships with other donors. Creating a voice for the private sector at the EABC is a laudable achievement, which one would wish to see cemented and built on.

- A reliance on membership subscriptions to fund advocacy work is not sustainable, as existing members sometimes delay fee payments. Building a sufficient membership base is also not an easy process. It is therefore necessary that TMEA and (perhaps through TMEA agitation) other donors continue to support the SCEA and EABC in their advocacy activities. *(From EABC and SCEA Reports)*
- Consistent, long-term support is necessary if a PSO is to achieve real impact through its policy advocacy activities, especially at the regional level. This is demonstrated by the EABC's progress over the last few years, where it has gained traction among its membership and EAC policymakers. The EABC has become the recognised voice of the private sector at a regional level and it has been acknowledged as a useful channel through which to communicate with regional policymakers. This is enhanced by the strong relationship that the EABC has built up with the EAC Secretariat that enables, for example, private sector position papers to be circulated as part of the document packs at meetings *(From the EABC Report)*. This point is especially important given second phase TMEA funding decisions and the evaluation would urge TMEA to continue with its support to the EABC.
- Through effective capacity building and stakeholder engagements, KEPSA, UFFA and PSF have become the recognised voice for both PSOs and CSOs in the relevant partner

states. This was enhanced by their ability to facilitate PSO/CSO access to the highest policy makers through the Presidential Roundtables and other forums. *(From the Assessment of Quality of Advocacy)*

2.1.2 Relationship Building

Advocacy and lobbying work is most effective when a relationship of trust exists between governments or regional institutions and the relevant PSO or CSO. While TMEA's support has been crucial in building up such trust, it must be borne in mind that such trust is cemented over a prolonged period of time. TMEA, along with other donors, should consider how to maintain the capacity that has been developed so as not to lose the trust that decision-makers now have in these organisations. Furthermore, it is important to note that implementing partners should have a local presence where a national advocacy outcome is anticipated.

- The development of the EAC Secretary General's CEO Forums has shown the value of regular, high-level engagements between regional officials and business. The events have enabled the EABC to profile itself as the leading regional PSO, while at the same time creating stronger links to national organisations, especially those that are responsible for arranging the CEO Forums (e.g. the Tanzania Private Sector Foundation). The meetings provide important sources of information that the EABC can use in the development of its advocacy agenda and activities. *(From the EABC Report)*
- It is important to build good relationships with the relevant government and private sector agencies, so the required reforms can proceed without undue delays. Were it not for the good working relationships that the SCEA has built with various government agencies and PSOs, many of the recorded reforms on trade facilitation and logistics would simply not have occurred. *(From the SCEA Report)*
- Platform work can be hampered by political processes, as was the case with the EASP, where the technical subcommittee was established but the partner states failed to assign staff to it. This has had a negative impact on the anticipated platform outcomes. Given time, however, the outcomes could still be realised. TMEA's flexibility in this regard is appreciated. *(From the Thematic Platforms Report)*
- One of the key lessons to draw from the programmes under evaluation is that regional programmes without an adequately-resourced and dedicated national focal point do not seem to gain as much traction. Financial resources seem to be a key driving force behind the successful implementation of activities and if implementing partners have to rely on outsourcing these activities, it stands to reason that there would be less impetus from their partners to undertake this. For example, EASSI (the main implementing partner) managed to successfully register the national WICBT associations in Uganda. While they also managed to form similar organisations in the four other EAC countries, their partners did not have the impetus to successfully register these associations at a national level. *(From the WICBT Report)*

2.1.3 Support Strengths

The successes and strengths are numerous and elaborated on in each report. However, it bears repeating here that TMEA has been very effective in choosing implementation partners and in developing the capacity of these organisations to achieve impressive advocacy and other anticipated outcomes. In addition, the evaluation was impressed by the quality of the technical experts appointed by the projects. This was especially true of all of the EABC

platform coordinators and the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) NTB expert.

- One of the factors that contributed to the success of the programmes was the flexible approach that TMEA adopted in its reasonable and measured management of the programmes – both in terms of activities that were undertaken, as well as its financial flexibility. The environment in which PSO/CSOs operate is ever-changing and TMEA took this into consideration. There were also no incidents where the concessions from TMEA with regard to timing or the re-allocation of funds were inappropriate or out-of-bounds. *(From the WICBT Report)*
- Another aspect that contributed to the successful delivery of the TMEA-supported interventions was the technical assistance provided by TMEA during the design phase, as well as the on-going support during the implementation of the interventions. It has widely been reported that other donors do not provide the same level of technical assistance as TMEA has provided. TMEA's hands-on approach has not only acted as a successful risk mitigation tool (by ensuring that risks are identified early and addressed) but has also increased the overall quality of the activities implemented. *(From the WICBT Report)*
- As noted earlier, TMEA being rooted in the region and being intimately familiar with the challenges that exist has been very beneficial to the quality of the interventions delivered. This has placed additional strain on TMEA's resources, however, and several implementation partners realised the limited capacity within TMEA to assist them. Furthermore, TMEA questioned during their debriefing whether their technical contributions to the programmes were worthwhile. Not only are the positive aspects of these contributions evident in the quality of the outputs and activities, but it also serves as a useful risk mitigation strategy for TMEA. Finally, given the often-weak capacity of the implementation partners (despite their careful selection), TMEA's technical assistance is vital to ensuring that the outcomes are successful in many instances. *(From the WICBT Report)*
- Having the platforms (except for the EATP) at the EABC has meant that the EABC has been strengthened and has been able to increase its stature and voice within the EAC. This is evident from the fact that its membership numbers have grown since the introduction of the platforms. *(From the Thematic Platforms Report)*
- SID has a strong commitment to producing the State of East Africa reports, and is likely to continue doing so after TMEA's support ends (as they did before TMEA). The structure of the SID Secretariat – with two of its centres in East Africa – confirms the interest of this global non-governmental organisation (NGO) in the region. It has clear plans to locate the regional work of SID within a prioritised thematic programme on inequality going forward. The lesson here for TMEA is to continue to work with CSOs like SID that have an institutional structure, capacity and vision that aligns with the goals of the new Theory of Change. *(From the SID Report)*
- TMEA has done well in choosing implementation partners, as there is considerable value in partnering with CSOs that have a strong, charismatic leadership, as they are able to act as champions for the project as well as for the broader regional integration agenda. Aidan Eyakuze was an example of a strong and eloquent leader for SID, who was also able to demonstrate links between the work of SID and the broader regional agendas in a compelling manner. While there are benefits to be gained from this form of personal leadership in a CSO project, it also comes with its challenges, particularly from a sustainability point-of-view. The lesson here is to ensure that appropriate planning is in

place to maintain a project's momentum after the departure of key individuals from the relevant organisation or project. *(From the SID Report)*

- The TMEA interventions were demand-driven, thus ensuring ownership and a focus on issues with high chances for facilitating the region's integration process, and a reduction in the time and costs for transport and transit within the region.

2.1.4 Support Weaknesses

While the evaluation found that TMEA's support to PSOs and CSOs was, in general, highly relevant and effective, a few weaknesses were identified, including the conservative approach in both time and budget allocation for such support programmes. As noted above, advocacy relationships require a time investment that is often much longer than TMEA's two-year funding window. The small funding amounts have in some cases resulted in small outcomes that could have been larger had the funding been larger. There was also a definite weakness in bringing together the various implementation partners to develop synergies, to make collective use of the evidence-based research materials that had been developed, and to support one another in relevant advocacy campaigns.

- A key constraining factor noted by some of the organisations under review here was the small scale of the interventions, in terms of both financial resources and the scale of implementation. While the activities of Search For Common Ground (SFCG) were completed successfully, the impact they achieved could have been greater had more support been provided. *(From the WICBT Report)*
- 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 support after the pilot phase for the platforms created uncertainty on the way forward. Whereas the programme made provision for fund-raising and engagement with other donors, this was not enough to secure alternative core funding for 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. *(From the EABC Report)*
- There were some incidents where delayed disbursements affected the timing and effectiveness of the interventions. Examples of this were in Uganda where UFFA's activities were hampered due to delayed disbursement and inadequate funding. The delays in disbursements meant that a number of UFFA's recommendations and activities ended up being overtaken by events. In Tanzania the start of TANGO's programme was delayed as was the scheduling of training sessions. *(From the Assessment of Quality of Advocacy Report)*
- Partner organisation M&E capacity was found to be generally very weak. Many of the projects were initiated without results frameworks in place, which meant that they had to be retro-fitted. Even with frameworks in place, partners found it difficult to implement, monitor and collect data. TMEA will do well to develop an M&E reference book and focus on M&E capacity training at the outset of each project intervention.

3 GENERAL RECOMMENDATIONS

Similar to the findings, the reports also provide a host of recommendations that have many synergies, including recommendations on sustainability, on how to strengthen the chosen partner organisations, how to include new topics in follow-up work, on donor co-ordination, and finally on TMEA's own processes.

3.1 Sustainability

Having started work with a number of PSOs and CSOs in the region, TMEA has been able to address a host of issues that affect regional integration. Through its support to the membership organisations, critical capacity development work has been done but this new capacity is still very vulnerable to the loss of ongoing support. A clear example can be seen in the EABC: without TMEA's support, the Professional Services Platform all but collapsed and the good work done was lost. Similarly, KSC needs ongoing support in order to ensure its sustainability and continuity. As was mentioned in the findings above, creating a voice for these PSOs has been a good start but it needs to be consolidated with continued support in order to prevent the EAC and regional governments from losing confidence in these partnerships.

Organisations that are not membership-driven similarly need continuous capacity-building and better preparation for a TMEA exit. These exit plans should form part of the original programme design.

- It is strongly recommended that the EAPSP be given a second round of funding in order to consolidate the gains made thus far. *(From the Thematic Platforms Report)*
- SID has already begun to create spin-off products from the larger State of East Africa reports. It is recommended that this would be useful to continue and should be considered by TMEA if the funding for increasing the support to SID is available. The shorter, simpler policy briefs that SID has started to include on its website could be developed further to better meet the needs of CSOs that are engaged in advocacy on regional integration issues. These briefs could also be developed in conjunction with other PSOs and CSOs that are supported by TMEA (e.g. Tanzania Association of NGOs) and even include the production of original material in Swahili. *(From the SID Report)*
- While TMEA's support has been relatively successful in sustaining the activities undertaken thus far, it has been less successful in fostering sustainability within the organisations themselves. TMEA did include fund-raising requirements in projects and some were able to attract additional donor support. However, none were able to secure on-going core funding to replace TMEA funding. While relying on donor funding is not bad *per se*, relying exclusively on one donor for an organisation's sustainability is likely to result in issues. *(From the WICBT Report)*
- When designing and implementing regional programmes, care must be taken to ensure that adequate financial and human resources are provided for activities across all countries. Relying merely on an implementing partner based in one country to drive initiatives at a grassroots level in another country is not feasible and is very likely to not yield the desired results. *(From the WICBT Report)*

- While the sustainability of activities has generally been achieved, TMEA has the opportunity to significantly strengthen the sustainability of the implementing partners. Initiatives that TMEA could explore to build sustainability within their partners include:
 - As part of the project design, ensure that an adequate exit plan is in place.
 - Together with partner organisations, develop innovative methods to ensure sustainability. One method suggested (for example, when implementing partners have been funded to conduct workshops) is to fund a certain portion of those undertaking the workshop, but also to have a number of attendees sponsor their own participation or seek alternative donor funding.
 - TMEA’s institutional capacity-building (e.g. what they already undertake in terms of financial management or M&E capacity within these organisations) could also extend to include capacity-building in areas such as proposal writing and donor mapping/approaching.
 - Registering implementation partners as consultancies and providing them with the skills sets necessary to manage such activities could provide an alternative revenue stream for organisations. *(From the WICBT Report)*
 - Future interventions by TMEA should give a key focus to M&E, in order to enable its partners to track the progress and impact of all their advocacy activities, including those with donor support.
- It is recommended that TMEA consider working with the EABC to design exit strategies or models for the greater diversification of its funding, especially in areas where TMEA can only provide short-term assistance (e.g. the women in business platform). *(From the EABC Report)*
- 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 underway 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. *(From the EABC Report)*

3.2 Strengthening Partner Organisations

In preparing PSOs and CSOs for a TMEA exit strategy, there are a number of capacity-related issues that were addressed within the evaluation, and a significant number of recommendations focus specifically on how partner organisations should be empowered in order to ensure the continuous, consistent and successful implementation of projects.

- The EABC has established itself as a recognised, effective regional business organisation and TMEA should therefore continue to support its activities in line with its revised Theory of Change. 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. *(From the EABC Report)*

- 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 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. *(From the EABC Report)*
- 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 standalone private sector platforms that are not fully integrated into the EABC would have had the effect of increasing the competition among PSOs operating at a regional level and would have reduced the effectiveness of public-private dialogue around key issues. *(From the EABC Report)*
- SCEA will need to maintain the high standards of its advocacy work, so that members can realise value-for-money as part of its retention and sustainability efforts. SCEA will also need to continuously gather views from stakeholders on emerging transit, transport and trade facilitation challenges, so as to keep abreast of relevant issues. *(From the SCEA Report)*
- The platforms should be housed within relevant organisations and a new construct or institution should not expect to become independent within a two-year period. Such bodies need continuous support to allow for maximum impact, rather than encouraging competition between the organisations in terms of membership fees. *(From the Thematic Platforms Report)*
- It is recommended that consideration be given to establishing a more formal relationship between SID and the EAC Secretariat, in order to enable the reports to be directly shared with regional officials and policymakers. This could include joint communications, the linking of websites, and/or a foreword in the report by the EAC Secretary General (if appropriate). If such a relationship is not considered useful by SID (in order to maintain its independence, for example), then an alternative path to link these reports to EAC processes could be through the East African Civil Society Organisations Forum (EACSO). *(From the SID Report)*
- If TMEA is to support further editions of the State of East Africa report (after the 2014 report is complete), then it is recommended that a clear understanding be reached with SID on the processes that it will be putting in place to ensure that the same level of high quality research and communication activities will be undertaken after the departure of Aidan Eyakuze. Broadening the participation of other PSOs and CSOs in the dissemination of the report could in part mitigate the risks presented by Dr Eyakuze's departure. *(From the SID Report)*
- SID itself had some suggestions on how to increase the support that it has received from TMEA, if the resources to do so are available. This includes ongoing work that aims to build knowledge among the public and CSOs in East Africa on the regional integration agenda, as well as the development of concrete policy options that are narrower than those indicated in the previous reports (as a result of greater engagement with CSOs and PSOs on the policy priorities). As indicated above, there is also scope for more focussed dialogues with decision-makers on the reports, especially those who have been identified as potential champions for change and are able to make good use of the analysis in the reports to further policy action. *(From the SID Report)*

- It is recommended that TMEA continues to provide core institutional capacity-building for institutions. TMEA's hands-on approach will not only ensure adequate risk management on its behalf but will also contribute to the quality of the outputs. *(From the WICBT Report)*
- Greater impact could also be achieved with bigger programmes. While it has been noted that the smaller projects under review here have delivered successful results, more could have been achieved if these operations were to be scaled up. While smaller interventions are understood to be a risk management strategy for TMEA, its very hands-on approach recommended earlier will allow it to more comfortably take on greater interventions. *(From the WICBT Report)*
- Consideration should be given to scale up the capacity of organisations to conduct their own research internally through the training of staff instead of continuously relying on outside assistance. *(From the Assessment of Quality of Advocacy)*

3.3 Future Priorities

During the inception phase of this evaluation, it became clear that TMEA had a newly developed gender policy and was keen to mainstream the issues of gender into their programming. One of the recommendations that emerged in this regard is that very few organisations are maintaining any form of gender impact data but that most would be willing to do so. HIV/AIDS does not at present form part of TMEA's corporate policies but it could in future consider developing such a policy as the disease continues to ravage the region and does have deep impact within the trade and economic development area.

Almost all of the projects visited commented on their struggle with M&E processes. This points to a general weak capacity by partner organisations to effectively monitor progress and use evaluation data to improve interventions where applicable. TMEA should develop an M&E handbook and give good foundational training in M&E at the start of each intervention.

Many programmes also spoke of the lack of predictability and consistency in terms of TMEA's disbursements. This could have been as a result of poor understanding of TMEA processes and requirements and/or poor capacity in reporting and fiduciary requirements.

At the outset, TMEA indicated that it aimed to build links between the various support projects but little has been achieved in this regard as far as the evaluation could establish. It is, therefore, suggested that some of the evidence-based research is shared amongst beneficiary programmes in order to create a platform upon which future partnerships can be built.

- The development of future interventions in transport, transit logistics and trade facilitation needs to incorporate the cross-cutting issues of gender, HIV/AIDS, and informal cross-border trade during the project design, implementation and monitoring stages. *(From the SCEA Report)*
- While many of the interventions under evaluation here were successful in addressing the immediate needs of WICBTs, more needs to be done in order to address the deep-rooted and structural gender inequality issues within East African societies. While this underlying issue was addressed to some extent through the unintended outcomes of some of the activities, a more concerted effort is needed to address this issue. There is also a need to continue advocacy efforts at higher levels of government, as well as more broadly within society. As previously noted, gender discrimination has been

institutionalised within the societies in which these programmes operate, and more lobbying needs to be done to address this imbalance. *(From the WICBT Report)*

- There is also a need for greater national ownership of TMEA's M&E processes and reporting. There is an apparent disconnect between the regional template and the ability to interpret that template to national core and project-specific objectives. *(From the WICBT Report)*
- There is also the potential to link the SID reports on the State of East Africa more directly to the other advocacy programmes supported by TMEA in various PSOs and CSOs. This could include the participation of some key organisations in the research for the report (especially the formulation of policy options) and the hosting of dissemination events by TMEA-funded organisations. *(From the SID Report)*
- There is need for TMEA to create a concrete communication strategy on issues to do with disbursements, as it suffers a reputational risk. *(From the Quality of Advocacy Report)*

3.4 Donor Coordination

TMEA should also co-operate more closely with other donors that are active in the region, in order to boost its sustainability results on the projects that it has been supporting. There is already good co-operation with GIZ in the EAC, which can be further strengthened.

- It has become increasingly evident that there are a number of donors who are supporting initiatives related to WICBTs. Some of the other donors operating within this space include United Nations Women, EASSI, New Faces New Voices, United Nations Development Programme and ITC, each with their own objectives and agendas. Beneficiaries suggest there is a significant gap in donor co-ordination in this area. Given that there are other key donors in this space, it is also worth noting that competition exists among PSOs and CSOs for funds, of which interventions should be mindful. *(From the WICBT Report)*
- Given the significant number of donors operating within the CBT environment, and especially donors that focus on women, there is a clear need to conduct adequate mapping of the actors and activities involved before designing and implementing new interventions. Without such efforts, the risk of duplicating effort is a reality and this will ultimately negatively influence beneficiaries. *(From the WICBT Report)*

4 ADVOCACY FINDINGS AND RECOMMENDATIONS

4.1 Advocacy Findings

Advocacy and lobbying is a dynamic process in which partner organisations have to be well prepared (in terms of research) and responsive (to their constituency's needs). In general, the advocacy work embarked upon by partner organisations has been very successful and the approach can be scaled upwards and replicated. The partner organisation's results in advocacy and lobbying remain difficult to attribute, however, as many processes, actors and influences drive a process to a certain conclusion.

Partner organisations need to be clever as to where to target their lobbying efforts, like the East African Tourism Platform that worked with the so-called Coalition of the Willing (Kenya,

Uganda and Rwanda) in order to implement the single tourist visa amongst partner states that were ready to take this step. This, of course, means that local knowledge is critical for success.

In the quality of advocacy paper, the collective findings are summarised as follows:

Advocacy takes a long time to achieve results; it cannot be attributed to the efforts of a single organisation, but rather to the collective efforts by various entities over long periods of time. Advocacy efforts should aim to create strong partnership engagements between the requisite stakeholders in civil society, and the private and public sectors, so that the project's interventions will proceed without delays.

Effective lobbying and advocacy work also requires the building of evidence in order to facilitate long-term solutions, such as those associated with trade facilitation, transit logistics and transport. However, building such evidence is expensive, as it requires in-depth research. There is, therefore, a need for donors to take this fact into consideration when budgeting for advocacy funding.

CSO engagement should also include a wide range of stakeholders, especially at a grassroots level.

- Advocacy/lobby work in the area of trade logistics is both complex and dynamic, due to the range of issues covered and the broad clientele with varied expectations. KSC will therefore need to continuously gather views from its members on the new transit, transport and trade facilitation expectations, as well as the challenges faced, in order to keep abreast of relevant issues that require the attention of policymakers and trade facilitation agencies. *(From the SCEA Report)*
- Effective lobbying and advocacy requires solid evidence but the research and fieldwork required to gather solid, trustworthy evidence is costly. For example, in convincing the Government of Kenya to implement the national single window system (SWS), KSC staff had to travel to Singapore to witness the SWS operations as part of their evidence-gathering. *(From the SCEA Report)*
- It is difficult to attribute reforms in business and the trade environment to PSO advocacy work. In the case of KSC, many public and private sector organisations competed for the honour of taking the credit for the improvements observed. *(From SCEA Report)*
- It is not easy to make direct links between evidence-based research and advocacy by CSOs, and changes in policy either at a national or regional level. At best, a level of attribution can be achieved through the use of M&E tools such as outcome mapping. This is an ongoing challenge not only for SID but for other organisations engaged in policy lobbying (e.g. think tanks, PSOs and CSOs). The new Theory of Change of TMEA also makes it more difficult for the work of a CSO like SID to fit within the determined approach, given that its objectives are broadly shaped around promoting 'people-centred' regional integration (rather than impacting directly upon business competitiveness and facilitating trade). *(From SID Report)*
- The platforms have been very successful in advocating for certain, very specific issues at the EAC Secretariat and in partner states. This model should be replicated where possible and necessary. *(From Thematic Platforms Report)*

4.2 Advocacy Recommendations

There is a need for TMEA to foster the development of in-house skills of the different organisations that it sponsors, in the following areas: M&E, advocacy work, research work, the formulation of key performance indicators and baseline data, leadership skills, management skills building (including the management of donor grants), PSO services, building success stories, communications, and impact assessments.

TMEA should also encourage greater synergy between the various projects that it is supporting: for example, the CSO and PSO projects that TMEA is supporting in Tanzania (that are focussing on non-tariff barriers, joint border management committees, and linking small producers into the supply chain), or directly linking the Tanzania Association of Non-Governmental Organisation (TANGO) to the work of the TCCIA and Tanzania Private Sector Foundation (TPSF), both of which are supported by TMEA.

Furthermore, there is a noticeable difference between the specific, short-term activism that CSOs typically engage in, and policy advocacy, which requires more time and research to influence certain outcomes. TMEA should commit itself to develop these different skillsets in the organisations that it supports, in order to help the CSOs become more grounded in policy processes.

5 LESSONS LEARNT

5.1 Lessons learnt from the programmes under evaluation

One of the encouraging findings from this evaluation is the number of lessons that TMEA learned and applied in subsequent interventions. This is an important consideration, especially since TMEA is a relatively new organisation. While it was not within the mandate of this evaluation to look beyond the timeframe established for this evaluation in order to assess this component, our evaluation team had to extend its scope to ensure this aspect was covered.

One of the factors that contributed to the success of the programmes was the flexible approach that TMEA adopted in managing the programmes – both in terms of the activities that were undertaken, as well as financial flexibility. The environment in which PSOs and CSOs operate is ever-changing, and TMEA took this into consideration.

One of the key lessons to be drawn from the programmes under evaluation is that regional programmes without a dedicated national focal point (that also has adequate resources) do not seem to gain as much traction. Financial resources seem to be a key driving force behind the successful implementation of activities; if implementation partners have to rely on outsourcing these activities, there seems to be less impetus from their partners to undertake these activities. For example, EASSI (the main implementing partner) managed to successfully register the national WCBT Associations in Uganda. However, while they managed to form similar organisations in the four other EAC countries, their partners did not have the impetus to successfully register these associations at a national level.

A key constraining factor noted by some of the organisations under review was the small scale of the interventions, both in terms of financial resources and the scope of the implementation. Whereas most programmes were comfortable with the financial resources given, many noted that a two-year implementation period is simply too short a period in which to build lasting sustainability.

5.2 Lessons learnt from the evaluation

The time between the commencement of the evaluation, the writing and approval phase of the Inception Report, and the fieldwork phase was too short to allow both the evaluation team and TMEA to adequately prepare for the fieldwork phase. In fact, the Inception Report was only approved after some of the fieldwork had already been concluded. In some instances, the team arrived in their designated country without any appointments having been confirmed, resulting in an uncoordinated scramble for meetings.

In addition, the busy travel schedule of all TMEA staff meant that many interviews were missed (due to the staff members being in transit or abroad). Conducting interviews via Skype or email is sub-optimal, since they do not provide the necessary texture, context and rapport of face-to-face interviews. TMEA should in future allow for a longer planning phase between the inception and fieldwork phases.

Having face-to-face inception and debrief meetings with the TMEA team in Nairobi was a very useful addition to the evaluation, as it gave the evaluators a broader context and provided additional information that would otherwise have been missed.

The discussion guides were excellent tools in collaborating and triangulating the findings from the interviews between a group of evaluators who could not all travel to each of the five EAC partner states.

ANNEXURE A

TMEA PSO/CSO Support Programmes Successes

1. Quality of Advocacy Results		
PROJECT LIST	Advocacy Results	Reasons
Kenya Private Sector Alliance - Kenya	<ul style="list-style-type: none"> Developed the National Business Agenda which is in line with the National Development Goals as anchored under Vision 2030 and Medium Term Plans Successfully completed the draft Investment Master Plan which is supposed to inform the National Investment Master Plan Act. KEPSA effectively made use of Presidential Roundtables, the Ministers' Consultative Forums, Speaker's Round tables, Attorney General's Forum, Chief Justice Forum and other forums to engage numerous stakeholders. KEPSA's study on bottlenecks led to the expansion on the Mombasa Port, infrastructure developments, and significant decrease of transport time for containers from Mombasa to Kampala which initially took 26 days but now takes 7 days. Weighbridges were significantly reduced. 	<ul style="list-style-type: none"> KEPSA's efforts were as a result of their engagement mechanisms which enabled them to access and influence the highest levels of authority As an established apex body whose mandate was to speak on behalf of the beneficiaries, KEPSA's credibility was a key factor in its success Clear M & E plans Strong campaign leaders and powerful inside champions The relevant legislative, legal, and regulatory institutions were functioning sufficiently for advocacy to be effective. KEPSA had the commitment and the ability to execute the advocacy.
Shippers Council of East Africa - Kenya	<ul style="list-style-type: none"> The effective implementation of the national electronic single window system (KNESWS) which provides a single access point for the trade community. SCEA appointed to the board of Kenya Trade Network Agency. The intervention saw the privatization of Mariakani, Mlolongo and Gilgil weighbridges which ensures improved efficiency in the vehicle overload weighing process. The ongoing Mombasa Port reforms and 	<ul style="list-style-type: none"> <i>SCEA's clarity in defining the advocacy goal was a key success factor.</i> Effective data collections via the LPI surveys played an important role is their advocacy work. Successful stakeholder engagement including key government agencies and service providers.

1. Quality of Advocacy Results		
PROJECT LIST	Advocacy Results	Reasons
	<ul style="list-style-type: none"> modernization of weigh bridges. The removal of vessel delay charges and VAT on marine services. Establishment of the Mombasa Community Port Charter. Ongoing Mombasa Port reforms including expansion of berthing capacity and cargo loading facilities. SCEA improved the effectiveness of transport, logistics and trade facilitation services in Kenya and regional level Increased the competitiveness of cargo in the EAC by reducing the costs of importing and delays 	<ul style="list-style-type: none"> Clear M & E plans. Strengthened institutional Capacity. Strong campaign leaders and powerful inside champions. The relevant legislative, legal, and regulatory institutions were functioning sufficiently for advocacy to be effective.
Uganda Freight Forwarders' Association - Uganda	<ul style="list-style-type: none"> UFFA was able to build a solid base for its advocacy efforts through the successful collection of data from the private sector. They were also successful in lobbying the Ministry to recalibrate the weighbridges in Uganda. 	<ul style="list-style-type: none"> UFFA was able to build a solid base for its advocacy efforts through the successful collection of data from the private sector. Strong stakeholder engagement.
Southern and Eastern African Trade Information and Negotiations Institute - Uganda	<ul style="list-style-type: none"> Advocacy efforts fed into the National Dialogue Framework (NDF) and improved engagement mechanisms. 	<ul style="list-style-type: none"> SEATINI was able to clearly identify their goal and engage the relevant stakeholders.
Rwanda Private Sector Foundation - Rwanda	<ul style="list-style-type: none"> Advocacy work led to the immediate removal of VAT to coffee exporters and VAT reimbursement. Local services charges removed. Removed tax exemptions for bigger companies. Increased print media coverage on RI issues. 	<ul style="list-style-type: none"> Awareness campaigns. PSF was able to effectively consult and build relationships with the various stakeholders. The relevant legislative, legal, and regulatory institutions were functioning sufficiently for advocacy to be effective.
East African Civil Society Organizations' Forum Chapter - Rwanda	<ul style="list-style-type: none"> EACSO managed to get the VAT for micro-nutrient supplements reduced for manufacturing. Positive influence on RI- implementation of the trade protocol on central corridor led to a general reduction in NTB's for example weigh bridges reduced from 5 to 1. 	<ul style="list-style-type: none"> Effectively engaged various national and regional stakeholders who included police, immigration, media, regional standards bureau, MINICOM (Ministry of Trade and Industry) and truck association. The relevant legislative, legal, and

1. Quality of Advocacy Results		
PROJECT LIST	Advocacy Results	Reasons
		regulatory institutions were functioning sufficiently for advocacy to be effective.
Tanzania Chamber of Commerce, Industry and Agriculture - Dar es Salaam, Tanzania	<ul style="list-style-type: none"> The establishment of the IT infrastructure for the NTB monitoring system within the TCCIA. TCCIA has made progress in eliminating or addressing a number of NTBs, for example, the number of roadblocks on the Central Corridor has significantly reduced from 50 to 6 Tanzania Chamber of Commerce Industry and Origin (TCCIA) launched a new service of Electronic Certificate of Origin on 13th February, 2014. The project recorded good progress in the area of capacity building through training, operationalization of NTBs SMS reporting and Monitoring System, NMC functions and elimination of the reported NTBs. 	<ul style="list-style-type: none"> The presence of the powerful, highly motivated technical advisor. Effective stakeholder engagement. The relevant legislative, legal, and regulatory institutions were functioning sufficiently for advocacy to be effective.
Tanzania Association of NGOs - Dar es Salaam, Tanzania	<ul style="list-style-type: none"> Greater awareness on opportunities available amongst some members of TANGO about the impact of regional integration. Identified information asymmetry issues. Sensitization of small business people in the urban and rural areas of Tanzania. Identification of NTBs that have a specific impact on small traders. Increased members significantly. TANGO got the attention of the Prime Minister of Tanzania through its effective communication strategy- radio shows and online discussions. 	<ul style="list-style-type: none"> Was able to raise awareness on opportunities available amongst some members of TANGO about the impact of regional integration. Good communications is at the core of TANGO's effective advocacy. TANGO was clear on its agenda and selected an effective mode of delivery of the message. TANGO got the attention of the Prime Minister of Tanzania through its effective communication strategy- radio shows and online discussions. The relevant legislative, legal, and regulatory institutions were functioning sufficiently for advocacy to be effective.
Search for Common Ground - Burundi	<ul style="list-style-type: none"> Increased understanding among small traders regarding existing laws and regulations related to small-scale cross-border trade. Positive interaction and frank dialogue between small traders and border officials in Burundi and Rwanda. 	<ul style="list-style-type: none"> SFCG built relationships between traders and border officials from the different countries.

2. Society for International Development (SID)	
Examples of Advocacy Success	Reasons for Success
<p>In 2013 there was an overwhelming level of requests to present the State of East Africa report 2012.</p> <p>SID hosted a number strategic encounters with PSOs and CSOs on the policy options and findings set out in the annual reports, especially in Tanzania where there were also useful interactions with parliamentarians and government officials regarding the reports. These were closed-door sessions that sought to create a space for dialogue between the relevant stakeholders that could inform the development of regional advocacy campaigns.</p> <p>SID conducted a survey that focused on the utilization of the State of East Africa reports, and found that roughly 28% of the PSOs and CSOs that responded to the survey had used these reports. This included using the information in the reports to support the advocacy efforts of these organisations. This finding was backed up by the interviews undertaken for this evaluation, where it was found that the State of East Africa reports were well-known amongst PSOs and CSOs, as well as national and regional officials.</p> <p>SID has contributed to better-informed debates and dialogues on regional integration in East Africa through the wide dissemination of the reports. There is evidence for this in the strong media interest in the reports, as well as the social media responses that are tracked by SID as part of the monitoring of the project.</p> <p>SID presented the State of East Africa report to the foreign affairs committee in the Parliament of Tanzania in June 2014, and two weeks later, Tanzania ratified the monetary union protocol of the EAC; and</p> <p>The State of East Africa Report 2013 found that Rwanda was the most unequal country in the region, which attracted a lot of attention from Rwandan senior officials, and the report itself was discussed at the national government retreat on the instruction of President Kagame.</p>	<p>Well-researched and written State of East Africa reports that provided evidence and data to support the development of advocacy campaigns by CSOs and PSOs.</p> <p>A charismatic and eloquent champion for the regional work of SID (Dr Aidan Eyakuze).</p> <p>Good networks with the media, CSOs and PSOs, legislators and government officials.</p> <p>Development of a strong on-line dissemination strategy for the reports.</p> <p>Use of other events to highlight the reports and disseminate them to a wider audience.</p> <p>Progression of the reports to now include policy recommendations that can be taken up directly by CSOs and PSOs as part of their regional advocacy campaigns.</p>

3. Women Informal Cross Border Trade		
PROJECT LIST	Examples of Advocacy Success	Reasons for Success
Empowering women informal traders in the East African Common Market (EASSI)	<ul style="list-style-type: none"> Dialogue that was created towards sensitising Ministries, Departments, Agencies (MDAs) towards gender issues allowed the inclusion of two women leaders (CBTs) to be appointed to joint border management committees; Informing WICBT of their rights and obligations towards engaging in formal trade through various workshops and establishment of resource centres at border points, allowing more women to engage in formal trade; 	<ul style="list-style-type: none"> Introduced the project to 30 (MDAs) across the EAC, including ministries of gender, trade and industry, internal affairs EAC secretariat, as well as private sector organisations such as chambers of commerce, who committed themselves to support the project and address challenges faced by WICBTs; A key reason why many women continued engaging in illegal trade was simply due to the lack of information about formal processes. By ensuring access to accurate information allowed engagement of CBTs through formal channels.
Project on strengthening the economic power of women in the informal CBT sector within the framework of the East African Community integration (PFTH)	<ul style="list-style-type: none"> Assisted in the establishment of the National Working Group on ICBTs; Facilitation of a National Advocacy Meeting on gender, trade and women empowerment in the EAC region with government line ministries and civil society organizations in collaboration with EASSI; Micro-Credit Access Advocacy workshops were held in 4 border areas involving WCBTs and members of micro finance institutions. In addition, the BDF and MINCOM participated in the advocacy workshop and provided relevant information on access requirements, as well as MINCOM/ BDF guarantee fund updates. 	<ul style="list-style-type: none"> Worked closely with key public, private and civil society organisations, including MINCOM, MINEAC, MIGEPROF, RDB, BNR, RRA; Working closely with other CSOs, in particular those supported by TMEA (in this case EASSI) to collaborate; Again, leveraging their connections to ensuring close collaboration between various stakeholders from private and public sectors allowed successful cooperation among these various stakeholders, ultimately benefitting CBTs.
Supporting Trading for Peace in Burundi (SFCG)	<ul style="list-style-type: none"> Increased understanding among small traders regarding existing laws and regulations related to small-scale cross-border trade; Positive interaction and frank dialogue between small traders and border officials in Burundi and Rwanda. 	<ul style="list-style-type: none"> SFCG built relationships between traders and border officials from the different countries.

4. Shippers Council of East Africa (SCEA)	
Examples of Advocacy Success	Reasons for Success
Conclusion and launching of the Mombasa Port	<ul style="list-style-type: none"> Provision of secretariat by SCEA to the

4. Shippers Council of East Africa (SCEA)

Examples of Advocacy Success	Reasons for Success
<p>Community Charter (MPCC) by the President of Kenya in June 2014. The MPCC commits various agencies to implement Key Performance Indicators (KPIs), which focus on reducing cost and time for clearing cargo, and transit and turn-around time for vessels and trucks; and increasing growth in containerised traffic, usage of the Inland Container Depots (ICDs), and computerisation of the port systems. All 26 trade facilitation agencies involved in implementing the KPIs are held to account for progress. Some quick wins resulting from implementation of the KPIs include:</p> <ul style="list-style-type: none"> • The relocation of Commissioner of Customs Services HQs from Nairobi to Mombasa; • Instituting 24-hour operations at the Port of Mombasa, and making the KPA Managing Director and the administrative head of all Port operations; • Government support to transporters by allowing a 5% tolerance on the allowable axle load limits; • The upgrading and integration of the SIMBA and KWATOS³ systems into the Kenya National Electronic Single Window System (KNESWS); • The expansion of the Container Freight Stations' operations to include handling of exports, transit containers, and bulky cargo; • Availing by KPA of a trans-shipment yard at Berth No. 19 and the <i>Roro</i> area for use in warehousing cargo; • Agreement by agencies involved in cargo clearance to conduct daily joint-verification of cargo; • The removal of a number of road blocks and weighbridges on the Northern Corridor; with weighbridges reduced to only two for entry of goods into the region(at Mariakani), and for exit of goods from Kenyan territory (at Malaba); • The stationing of both Ugandan and Rwandan customs officials at Mombasa Port, with a 	<p>MPCC Steering Committee, thus ensuring progress on MPCCC and related KPIs is continuously tracked.</p> <ul style="list-style-type: none"> • Mutual trust between the public and private sector in delivering shared objectives related to port clearance, trade facilitation and trade logistics. • Use of evidence-based proposals covering: <ul style="list-style-type: none"> – The clearance of goods at Mombasa Port by various government agencies, – Transit and transport on Northern Corridor, – The need for modern imports/exports clearance and transiting systems (e.g. Single Window System, Weigh-In-Motion weighbridges, etc). <p>The three Logistics Performance Index (LPI) Surveys (2011, 2012 and 2014) have informed selection of the KPIs been useful in identifying: (a) the turn-around time for delivery ships and trucks; (b) cargo dwell time; and (c) the impact of private Container Freight Stations on trade logistics costs.</p>

³ *Kilindini Waterfront Automated Terminal Operating System (KWATOS)* is a software application system intended to increase efficiency of Mombasa Port. It aims to ensure accurate and real-time reporting of Port operations, thus enabling Port customers to transact with KPA in a secure, efficient, and faster environment.

4. Shippers Council of East Africa (SCEA)	
Examples of Advocacy Success	Reasons for Success
view to fast-tracking the implementation of the EAC single customs territory (regarding the collection of duty at the first port-of-entry into EAC).	
Introduction of the weekly Mombasa Port Community Stakeholders (MPCS) meetings, chaired by the Kenya Maritime Authority (KMA). These meetings have become a permanent feature for resolving short-term bottlenecks associated with the clearance of cargo. The meetings among other issues receive progress reports on the resolution of reported bottlenecks experienced during clearance of cargo at the port and transit on the Northern Corridor, and progress in the implementation of the MPCC,	Mutual trust between the public and private sector in delivering shared objectives related to port clearance, trade facilitation and trade logistics.
The KPA has designed a long-term plan to expand Mombasa Port. By 2020, KPA projects that the port will have the capacity to handle 2-million twenty foot container units if the current expansion trend continues. These projections are aimed at enabling the Port's users to make long-term plans with the assurance that their import and export needs will be met.	Use of evidence based advocacy including projected long term needs of importers
Implementation of Kenya National Electronic Single Window System, which was launched in January 2011. This system is expected to facilitate customs clearance and trade competitiveness for Northern Corridor countries. SCEA has been appointed to the Board of KENTRADE, which is mandated to implement the system, thus ensuring that the trade facilitation, transit and transport needs of both importers and exporters will be well-represented.	Use of international benchmarks on trade facilitation, gathered from evidence based research including a visit to Singapore, which is rated as a successful country in application of the Single Window System.
Substantial savings in shipping, warehousing and insurance costs for private companies and bulk importers.	Focused s capacity-building workshops between 2011 and 2013, which have created awareness on cargo owners' rights and obligations in international shipping. The workshops have focused on Incoterms, supply chain security, marine insurance, and customs classification and valuation.
Harmonisation of the permissible EAC axle load and Gross Vehicle Weight limits, and the enactment of the EAC Overload Control Act, which was concluded in 2013.	Identification of axle load as a contentious issue during transit on EAC corridors, due to the severe penalties charged on overloaded trucks.
Privatisation of Mariakani, Mlolongo and Gilgil weighbridges in 2012.	Identification of private sector operations as a feasible approach to improving efficiency in the vehicle overload weighing process

4. Shippers Council of East Africa (SCEA)	
Examples of Advocacy Success	Reasons for Success
<p>The on-going reforms at Mombasa Port, which in turn have facilitated:</p> <ul style="list-style-type: none"> • Faster transit times on the Northern Corridor: Transit times: For example transit time between Mombasa and Kampala has been reduced from 18 days to 4 days; while transit time between Mombasa and Kigali has been reduced from 21 days to 5 days. • Savings by shippers estimated at US\$33.3-million per annum • Reduction of container dwell time at Mombasa Port from an average of 5.8 days in 2013 to 3.7 days in 2014. • Maintenance of vessel turnaround time at 3.4 days in 2013 as in 2014, despite the increased number of ships and cargo handled by the Port over that period. • Automation of substantial parts of the Port's systems, such as the <i>Kilindini Waterfront Automated Terminal Operating System (KWATOS)</i>, in addition to continued investment in modern cargo-handling equipment. 	<p>Identification of key priorities cross-border trade and trade transaction</p>

5. Thematic Platforms	
East African Tourism Platform (EATP)	
Examples of Advocacy Success	Reasons for Success
<p>The advocacy work regarding the single tourist visa within the Northern Corridor Integration Projects Tourism and Immigration Cluster, and the use of national identity cards as travel documents, resulted in their adoption in July 2013 and implementation in January 2014.</p> <p>Progress has also been made on the free movement of tourist service vehicles and personnel between Kenya and Uganda through a Mutual Recognition Agreement. (Tanzania's accession is experiencing some delays due to an existing bilateral agreement).</p> <p>All the EAC countries are on track to implement the EAC hotel and facilities rating criteria. The Northern Corridor Integration Projects Tourism and Immigration Cluster have given the partner states</p>	<p>Strategic lobbying and numerous entry points. Evidence based research. Working with the NCIP made strategic sense.</p> <p>Tenacious Coordinator worked well with counterparts</p>

5. Thematic Platforms	
<p>until June 2016 to complete the rating exercise.</p> <p>The EATP successfully lobbied for the liberalisation of air space in the EAC resulting in Rwanda Air now having direct flights to Kenya JKIA from Entebbe. They also successfully lobbied for the waiver of visas for expatriate residents in the region.</p>	

5. Thematic Platforms	
East African Standards Platform	
Examples of Advocacy Success	Reasons for Success
<p>The EASP's advocacy to the East African Standards Committee (EASC) resulted in: a) the prioritised list of standards being developed, harmonised, and revised according to the most heavily-traded goods in the region; b) a combined work plan developed for the Standards Management Committee; and c) the designation of a regional technical committee to implement the work programme. This work resulted in 79 standards being declared as East African Standards in November 2013.</p> <p>The EASC established the East African Standards Technical Regulations Subcommittee to advocate for the development of a regional technical regulations framework; which is a key component of a common market. The platforms also disseminated researched articles on standards in the region.</p>	<p>The platform was housed at the EABC which already had a strong private sector recognition at the EABC, which allowed for good entry points and mutual confidences</p> <p>Strong links with the private sector resulted in evidence based advocacy on which products to standardize</p> <p>Tenacious Coordinator worked well with counterparts</p> <p>Offering a sensible way towards making progress on standardization work was welcomed by all stakeholders.</p>

5. Thematic Platforms	
East African Professional Services Platform	
Examples of Advocacy Success	Reasons for Success
<p>The EAC Services Expert Group and EAC Partner States were successfully lobbied to revise Annex II and Annex V of the Common Market Protocol (CMP), specifically to delink these two annexes and to clearly specify each partner state's Mode 4 commitment, in order to address specific issues affecting the services sector. The inaccuracies contained in the CMP would eventually have led to an inability to fully implement its provisions.</p> <p>The EAC Sectoral Council on Education, Science and</p>	<p>EAPSP housed at the EABC which already had a strong private sector recognition at the EABC, which allowed for good entry points and mutual confidences</p> <p>Working with professions that were ready to establish MRA made the initial work move faster than in other professions</p>

5. Thematic Platforms	
<p>Technology, Culture and Sports was successfully lobbied to develop and adopt a mechanism whereby the MRAs can be reviewed and adopted. At the end of the EAPSP project lifespan the EAC Secretariat was in the process of developing such a draft mechanism for consideration and adoption by partner states.</p>	<p>Committed platform coordinator with strong support from the EABC</p> <p>Evidence based research papers</p>

6. East African Business Council (EABC)	
Examples of Advocacy Success	Reasons for Success
<p>The ongoing policy advocacy on a range of 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.</p> <p>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).</p> <p>Research undertaken by the EABC into non-tariff barriers (NTBs) resulted in the EAC making changes to its systems for monitoring and removing NTBs.</p> <p><u>Plastics Control Bill</u>: This piece of regional legislation was drafted by the East African Legislative Assembly without consultation with the private sector and it would have had negative implications for a number of industries in the region. 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</p>	<p>Recognition of the EABC as the apex regional business organization by the EAC as well as national PSOs.</p> <p>Entry points into EAC processes have been made available for the EABC, including through the SG CEO Forum, the submission of written documentation for meetings and participation in EAC delegations.</p> <p>Increased technical capacity within the EABC Secretariat, including through the professional staff hired to drive the platforms funded by TMEA.</p> <p>Participation of EABC members in the development of advocacy positions and in the lobbying of EAC partner state governments.</p> <p>Excellent working relationship with key EAC officials in Arusha.</p> <p>Preparation of evidence-based policy position papers based on input from members, research and quantifiable data on the impact on business in the region.</p> <p>Awareness of the EAC agenda and ability to identify issues of particular interest to the private sector.</p> <p>Diversified funding base for the EABC.</p>

6. East African Business Council (EABC)	
Examples of Advocacy Success	Reasons for Success
<p>impact that a strong regional apex business organisation can have on policy, if it has the necessary capacity.</p> <p><u>Harmonisation of standards</u>: 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 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.</p>	

Annexure B

TMEA Phase II Recommendations

1	Quality of Advocacy	<p>In future TMEA may need to support PSOs to build project log frames so to improve monitoring of progress in project implementation. It is vital for TMEA to ensure that partners craft solid monitoring plans with SMART performance indicators.</p> <p>Project evaluation tools should be introduced at the PAR stage and not at the end. This will enable the implementing partners to build these into their M & E plans and more importantly ensure that their data capturing and reporting is relevant.</p>
2	SID	<p>There is potential to link the SID reports on the State of East Africa more directly to the other advocacy programmes supported by TMEA. This could include the participation of some key organisations in the research for the report (especially the formulation of policy options) and the hosting of dissemination events by TMEA-funded organisations.</p> <p>It is recommended that consideration be given to establishing a more formal relationship between SID and the EAC Secretariat, in order to enable the reports to be directly shared with regional officials and policymakers. This could include joint communications, the linking of websites and/or a foreword in the report by the EAC Secretary General (if appropriate). If such a relationship is not considered useful by SID (in order to maintain independence, for example), then an alternative path to link these reports to EAC processes could be through the East African Civil Society Organisations Forum (EACSOFF).</p> <p>SID has already begun to create spin-off products from the larger State of East Africa reports. It is recommended that this would be useful to continue and should be considered by TMEA if the funding for increasing the support to SID is available. As noted above, one of the observations from a civil society user of the reports was that they are still too high-level for many in grassroots organisations. The shorter, simpler policy briefs that SID has started to include on its website could be developed further to better meet the needs of CSOs that are engaged in advocacy on regional integration issues. These briefs could also be developed in conjunction with other PSOs and CSOs that are supported by TMEA (e.g. Tanzania Association of NGOs) and even include the production of original material in Swahili.</p> <p>If TMEA is to support further editions of the State of East Africa report (after the 2014 report is complete), then it is recommended that a clear understanding be reached with SID on the processes that it will be putting in place to ensure that the same level of high quality</p>

		<p>research and communication activities will be undertaken after the departure of Aidan Eyakuze. Broadening the participation of other PSOs and CSOs in the dissemination of the report (as suggested above) could, in part, mitigate the risks presented by Dr Eyakuze's departure.</p> <p>SID itself has some suggestions on how to increase the support that it has received from TMEA, if the resources to do so are available. This includes ongoing work that aims to build knowledge among the public and CSOs in East Africa on the regional integration agenda, as well as the development of concrete policy options that are less broad than those indicated in previous reports (as a result of the greater engagement with CSOs and PSOs on the policy priorities). As indicated above, there is also scope for focused dialogues with decision-makers on the reports, especially those who have been identified as potential champions for change and are able to make good use of the analysis in the reports to further policy action.</p>
3	WICBT	<p>TMEA needs to maintain their flexible attitude towards the implementation of projects (within reason). As highlighted in the WICBT report, TMEA is very well-placed to understand the environment in which these organisations operate and can better appreciate the changing situations.</p> <p>It is also recommended that TMEA continues to provide core institutional capacity-building for these institutions. Not only will such a hands-on approach ensure adequate risk management on TMEA's behalf, but it also contributes to the quality of the outputs.</p> <p>Given the significant amount of donors operating within the CBT environment, and especially focusing on women, there is a clear need to conduct adequate mapping of actors and activities involved ahead of designing and implementing new interventions. Without such efforts, the risk of duplicating effort is a reality and will negatively influence beneficiaries.</p> <p>Within the same vein, collaborations between CBT organisations that are benefitting from either TMEA or other donor assistance, should be encouraged and budgeted for.</p> <p>Greater impact could be achieved with bigger programmes. While it has been noted that the smaller projects under review here have delivered successful results, more could have been achieved if these operations were scaled up. While smaller interventions are understood to be a risk management strategy for TMEA, its very hands-on approach recommended earlier will allow it to more comfortably take on greater interventions.</p> <p>While the sustainability of activities have generally been achieved, TMEA has the opportunity to significantly strengthen the</p>

		sustainability of the implementing partners.
4	SCEA	<p>TMEA should support SCEA with a follow up project aimed at continuing with building of solid evidence on bottlenecks experienced during transport and transit on Northern Corridor. This is because effective lobbying and advocacy requires solid evidence that would facilitate long-term solutions on this subject area. A follow up project would also enable SCEA to continuously gather views from its members on emerging transit, transport, and trade facilitation expectations and challenges; and to lobby for their effective attention by the Northern Corridor Governments.</p> <p>TMEA should support SCEA with a follow up project aimed to build solid monitoring plans with SMART performance indicators. This would enable SCEA to track reforms catalysed by its advocacy work as part of efforts to demonstrate the value-for-money to its members and supporting development partners (including TMEA).</p>
5	Thematic Platforms	<p>EAPSP should be granted a second phase funding in order to continue the good work that was started on the Mutual Recognition Agreements and their implementation within the EAC context.</p> <p>With an increasingly difficult security situation in East Africa, the EATP will have need continued support in order to promote the region as a safe, cost-effective and exciting tourism destination. Ongoing work with the Northern Corridor projects further deserves firm support.</p> <p>Weaknesses at the EABC should not result in the thematic platforms being encouraged to become stand-alone organisations. It is evident that the platforms strengthen the EABC and this symbiotic relationship should be allowed to continue. Rather TMEA should explore with the private sector, which other themes or sectors might benefit from the platform approach and endeavour to fund such a platform even beyond a pilot phase.</p> <p>The TMEA office based in Arusha should play a more prominent role in interacting with the EABC and the platforms based there. This should allow for greater clarity regarding TMEA processes, reporting requirements and it will manage expectation around funding issues.</p>
6	EABC	<p>The EABC has established itself as a recognised, effective regional business organisation and TMEA should therefore continue to support 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.</p> <p>The EABC has proposed to focus on a new phase of the project on</p>

	<p>increasing intra-regional trade and improving the business policy environment in the EAC.</p> <p>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.</p> <p>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, especially in areas where TMEA can only provide short-term assistance (e.g. the women in business platform).</p> <p>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.</p> <p>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.</p> <p>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).</p> <p>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. It is recommended that this 'twinning' approach be continued to maximise the value of the TMEA funding and the likely impact on</p>
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		<p>policy and action at a regional level.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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Annexure C

Sample Discussion Guide

TradeMark East Africa: Discussion Guide

Thematic Area ?:
INSERT NAME OF AREA

Respondent Details	
Name	
Position	
Organization	
Email Address	

Interview Details	
Interviewer Name	
Location	
Date	

INTRODUCTION TO THIS DISCUSSION GUIDE:

- It was not viable to design a different discussion guide for each project and each stakeholder. This would have resulted in 30+ discussion guides. Instead we are relying on your judgement and experience to adapt this guide to the purpose of each interview.
- We suggest that the leaders of each thematic area further customize this discussion guide for that area.
- The questions are phrased at a project level.
 - This is straightforward if you are interviewing one of the implementing organizations or someone closely associated with a particular project.
 - However, if you are interviewing a stakeholder that only knows a broader thematic area (e.g. Women Cross Border Traders), then you will need to phrase the questions differently.
- The highlighted text boxes labelled “Selected Project Notes” contain extracts from the project documentation. This information will hopefully assist you to explore a respondent’s answers. Please feel free to add to these notes in preparation of your interviews.
- Just below each question, we have inserted some italic notes in square brackets [*interviewer: italic note*]. These notes are to help you to understand the question in more detail.
- An alternate wording has been given for many of the questions. This may be more appropriate depending on which stakeholder you are talking to.
- This guide is written in present tense, which is perfect for the formative evaluations. For the summative evaluations, you will need to either rewrite these questions in past tense, or ask them in past tense.
- This discussion guide contains the full range of questions that can be asked of a stakeholder. You will need to judge which stakeholders should be asked which questions.
 - For example, while you should ask the implementing organization about their outputs, this question may appropriate when interviewing a government official.
 - If you are printing a questionnaire for a particular interview, it may be worthwhile to cross out irrelevant questions in advance.
 - You are also welcome to insert new questions into the discussion guide.
- There are two recommended ways of completing this discussion guide:
 - Type directly into it during the interview
 - Print it out and hand write your answers into it, and later type it up on a computer. In this case, we suggest you make the text boxes much bigger and format it to have one question per page.

- This discussion guide is designed to be customized by you. Please feel free to shift around questions, add more content to the prompts, add new questions etc. We hope it provides a framework that you can use to gather data and organize your thoughts around the study.

1.	INTRODUCTION: <ul style="list-style-type: none">• Greet respondent• Introduce yourself• Introduce Imani• Explain the purpose of this research<ul style="list-style-type: none">○ External evaluation of the TMEA project called “Partnerships with Businesses and Civil Society”○ Explain whether it is a formative or summative evaluation, and what this means• Explain confidentiality arrangements<ul style="list-style-type: none">○ Imani will collate information from multiple interviews○ Use this information to extract and report on general themes○ Report will not quote The report will not contain anything you specifically said.• Explain the duration of the interview.• Ask if respondent has any other questions before we begin
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SELECTED PROJECT NOTES:

Enter Interview Notes:

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2.	<p>OVERALL PURPOSE:</p> <p>Let's by discussing the overall purpose of the project called <i>[Insert Project Name]</i> that is being funded by TMEA. What would you say is the overall purpose of this project? What does it aim to achieve?</p> <p><i>[Interviewer: Try to identify two or three things that represent the core of this project. Purpose relates quite closely to vision/mission but tends to be more clearly stated. Don't get bogged down by discussing detailed outcomes at this point.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

3.	<p>KEY OUTPUTS:</p> <p>What would you say are key outputs of this project? By "outputs" we mean the immediate and visible results of the project activities. Outputs demonstrate the scope of a project and how productive it has been.</p> <p><i>[Interviewer: Outputs demonstrate what a project has produced as opposed to achieved. It is an indicator of busyness or activity instead of success. It is possible for a project to be very busy and produce lots of stuff, but not create any real changes in the world. Outputs are typically described in terms of numbers. For example, this could be the number of workshops, number of participants or number of documents distributed.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

4.

OUTPUT ACHIEVEMENT:

To what extent are these outputs being achieved? And if they are not being achieved, perhaps you could tell us a bit more about why you think this is happening?

[Interviewer: Refer to the monitoring plan and targets to assist with exploring this issue.]

SELECTED PROJECT NOTES:

Enter Interview Notes:

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5.	<p>PROJECT OUTCOMES:</p> <p>Now let's move on and discuss the outcomes of this project. What would you say are the key outcomes of the project? And by outcomes we mean the changes in the world that the project is able to directly influence and achieve.</p> <p><i>[Interviewer: If the respondent starts listing the official TMEA programme outcomes (e.g. influence RI in East Africa), which are covered further on in this discussion guide, then rather explore what they believe are the more immediate short-term outcomes. Alternately ask them which of the longer term outcomes they believe are most under their control or most important to their theory of change. Also explore which of these outcomes are influenced by other movements, organizations, trends etc.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

6.	<p>OUTCOME ACHIEVEMENT:</p> <p>To what extent would you say this project is achieving these outcomes?</p> <p>To what extent can the achievement of these outcomes be solely attributed to this project, as opposed to an external influence?</p>
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	<i>[Interviewer: Refer to the monitoring plan and the targets.]</i>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

7.	UNINTENDED OUTCOMES: Have you detected any unintended outcomes that surprised you, and which were not part of the original Theory of Change? These unintended outcomes could be positive or negative.
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SELECTED PROJECT NOTES:

Enter Interview Notes:

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8.	<p>INTERMEDIATE OUTCOMES - INFLUENCE RI POLICIES AND PRACTICES:</p> <p>To what extent is this project positively influencing Regional Integration (RI) policies and practices for growth in trade.</p> <p><i>[Alternate wording] How is this project helping Private Sector Organizations (PSOs) and Civil Society Organizations (CSOs) to positively influence Regional Integration policies and practices for growth in trade?</i></p> <p><i>[Interviewer: We are interested in the outcomes – the actual changes in policy and practices that were achieved by the project. Probe for the exact policies and practices and list them.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

9.	<p>INTERMEDIATE OUTCOME – QUALITY/QUANTITY OF ADVOCACY CAMPAIGNS:</p> <p>How would you say this project is increasing the <i>quantity</i> and <i>quality</i> of advocacy</p>
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	<p>campaigns aimed at improving regional integration and practices for growth and trade?</p> <p><i>[Interviewer: This question focuses more on the quality of activity than outcomes. Probe for how many new advocacy campaigns were launched or helped to launch compared with previous years/trends? Investigate exactly what improvements were included in this campaigns compared with previous campaigns. For example, what new partnerships or new tactics were used, or has media coverage of these campaigns improved?]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

10.	<p>INTERMEDIATE OUTCOME – PSOs AND CSOs USE RESEARCH AND EVALUATIONS:</p> <p>To what extent is this project using research and evaluation to assist with its advocacy campaigns?</p> <p><i>[Alternate wording] How is this project helping beneficiary PSOs and CSOs to use research and evaluation to assist with their advocacy activities?</i></p> <p><i>[Interviewer: Hunt for specific examples of where this project has conducted and used research in its advocacy campaigns, or helped other PSOs and CSOs to do so. TMEA wants to see PSOs and CSOs actively planning, conducting and disseminating the research they need to advocate for changes to the Common Market Protocol and the EAC Customs Union, harmonise Standards; eliminate Non-Tariff Barriers and attend to</i></p>
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	<i>Social Charter issues including labour mobility and the right to establishment as well as cross cutting concerns such as challenges faced by women and the need for HIV/AIDS policy alignment.]</i>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

11.	<p>INTERMEDIATE OUTCOME:</p> <p>How is this project helping PSOs and CSOs to improve their advocacy knowledge and skills?</p> <p><i>[Alternate wording] How is this project helping your organization to improve its advocacy knowledge and skills?</i></p> <p><i>[Interviewer: This refers to training, mentorship, support and additional staff capacity that will assist these organization to engage in more effective advocacy activities.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

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12.	INTERMEDIATE OUTCOME – COLLABORATION BETWEEN PSOs AND CSOs: How is this project improving the collaboration between CSOs and PSOs in areas of mutual interest? <i>[Interviewer: Explore collaboration between CSOs, between PSOs and between CSOs and PSOs. Try and get some specific examples of where collaboration has occurred and how it has improved.]</i>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

13.	INTERMEDIATE OUTCOME – PSOs AND CSOs STRENGTHEN ORG CAPACITY How is this project strengthening the organizational management of selected CSOs
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	<p>and PSOs to enable them to become more capable organizations?</p> <p><i>[Alternate wording] How is this project helping to strengthen the organizational management of your organization?</i></p> <p><i>[Interviewer: TMEA considers “strengthen organizational management” to mean helping organizations to manage grants within contract requirements, provide deliverables on time, achieve targets with the correct level of quality, and manage budgets properly. Ideally TMEA also wants these organizations to be able to develop and submit their own proposals and develop their own fundraising initiatives.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

14.	<p>CROSS CUTTING ISSUE – GENDER RIGHTS:</p> <p>To what extent does this project have a gender focus and contribute to women’s rights and their involvement in trade in East Africa?</p> <p><i>[Interviewer: Limited capacity and knowledge of gender dimensions of trade reinforce barriers for women traders and producers, and worsen inequalities. Minimal representation of women’s interests in trade policy making or as inputs into research and analysis excludes information on cross border trade. TMEA wants the issue of gender to be systematically brought to the trade agenda.]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

15. CROSS CUTTING ISSUE – HIV/AIDS

To what extent is this project helping to reduce the spread of HIV/AIDS in East Africa?

[Interviewer: HIV/AIDS transcends borders and RI can accelerate its spread. RI can also help coordinate policies, programmes and resources to help slow the spread of HIV/AIDS. TMEA is interested if/how this project supports its work with OSBPs, truck stops, border posts etc. Also important is whether HIV/AIDS indicators have featured in any research conducted.]

SELECTED PROJECT NOTES:

Enter Interview Notes:

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16.	INTERMEDIATE OUTCOME – PROCESSES FOR SMALL TRADERS: To what extent is this project improving processes for small traders, especially women? <i>[Interviewer: Some key problems that these traders experience. Informal trade seen as illegal. Small traders lack knowledge and skills about trade procedures and protocols, and about running a business. They have limited knowledge about trade and sources of credit. Many don't have bank accounts or organize themselves into formal groups. Finally, many of them experience problems at border posts.]</i>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

17.	IMPACT OF TMEA OVERALL OBJECTIVES – ENHANCE TRADE ENVIRONMENT: To what extent is this project helping to enhance the overall trade environment in East Africa?
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SELECTED PROJECT NOTES:

Enter Interview Notes:

18.

IMPACT OF TMEA OVERALL OBJECTIVES – IMPROVE BUSINESS COMPETITIVENESS:

To what extent is this project helping to enhance the competitiveness of businesses in East Africa?

SELECTED PROJECT NOTES:

Enter Interview Notes:

19.	REFLECTION - BIGGEST CHALLENGES: What would you say are the biggest challenges facing this project? How are you planning on overcoming these challenges? <i>[Interviewers: Aim to list the challenges and get some specific examples about how these challenges are being overcome.]</i>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

20.	REFLECTIONS - LESSONS LEARNED: What lessons have been learned in the process of implementing this project? How should things be done differently next time?
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SELECTED PROJECT NOTES:

Enter Interview Notes:

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21.	REFLECTIONS - ACHIEVEMENTS: What are the primary achievements of this project that one should be proud of?
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SELECTED PROJECT NOTES:

Enter Interview Notes:

22.	REFLECTION – RISK MANAGEMENT: What are the risks involved in this project and how <i>are they</i> being managed? <i>[Alternate wording]</i> What are the risks involved in this project and how <i>should they</i> be managed <i>[Interviewer: Try and identify specific risk areas and get examples of what is being</i>
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	<p>done. TMEA believes the risks relate to two primary areas. Firstly the low level of capacity of key partners. Secondly, the lack of political will from policy makers to respond to PSO/CSO advocacy. TMEA's key strategies for risk mitigation include working with key partners that have proven their capability and doing thorough due diligence.]</p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

23.	<p>REFLECTION - VALUE FOR MONEY:</p> <p>To what extent is this project a good use of funding? Do you think it is providing value-for-money?</p> <p><i>[Interviewer: TMEA believes that value-for-money on this project will emerge from Research and Advocacy, Institutional Capacity Development, Regional Thematic Platforms and Single Windows (central information/help portals)]</i></p>
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SELECTED PROJECT NOTES:

Enter Interview Notes:

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24.	REFLECTION - SUSTAINABILITY: To what extent will the impact of this project continue beyond the funding period? What form will this impact take?
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SELECTED PROJECT NOTES:

Enter Interview Notes:

25.	ANY FURTHER QUESTIONS: That's all my questions for now. I was just wondering whether you have any questions for me before we close the interview?
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Enter Interview Notes:

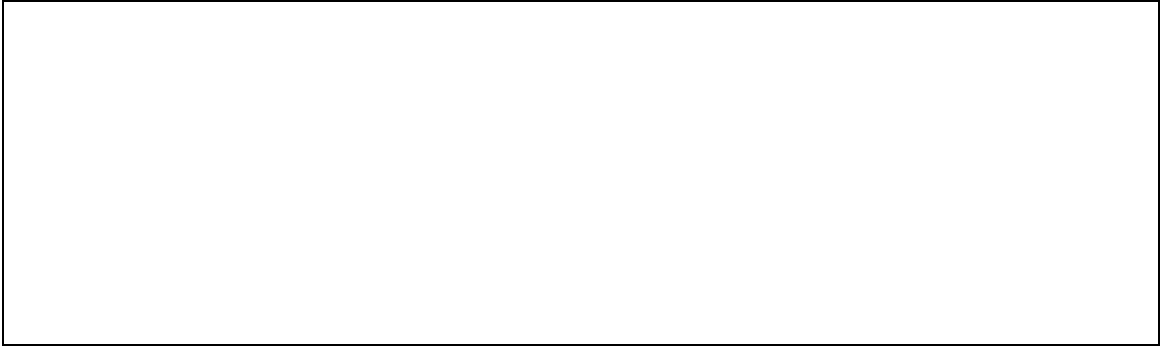
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26.	CLOSURE AND THANK YOU: <ul style="list-style-type: none">• Thank respondent for interview and willingness to be interviewed.• Explain that they have contributed valuable insights that will really help with the study.• Explain what the next step in the research process is.• Explain if/how they will receive feedback on the research results.• Thank them again.
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Enter Interview Notes:

27.	SPACE FOR ADDITIONAL INTERVIEWER NOTES/COMMENTS
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Enter Interview Notes:



ANNEXURE B

List of Respondents

Consultant	Destination	Name	Position	Organization	Contact details
Talitha Bertelsmann-Scott	Arusha, Tanzania	Matthias Massanga	Standards Officer	EAC	+255-719-688585
		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
		Caiphos Chekwoti	Trade Policy Expert	trapca	cchekwoti@gmail.com
		Brenda Dosio	Officer	East African Law Society	bdosio@ealawsociety.org
		Ruth Kihiu	Regional Coordinator	East African Women in Business Platform	rkihiu@eabc-online.com
	Bujumbura, Burundi	Sandra Nyambuza	Programme Officer, M&E and Communications	TMEA Burundi	sandra.nyambuza@trademark-ea.com
		Alice Nibitanga	Programme Manager, Business Competitiveness, PSO CSO	TMEA Burundi	alice.nibitanga@trademark-ea.com
		Floride Ahitungiye	National Programme Manager	Search for Common Ground	fahitungiye@sfcg.org
		Sabrina Bigirimana	Project Assistant Small Trader Project	Search for Common Ground	sbigirimana@sfcg.org
		Therence Manirakiza	Journalist for Studio Ijambo	Search for Common Ground	tmanirakiza@sfcg.org

Consultant	Destination	Name	Position	Organization	Contact details
		Jerome Niyonzima	Studio Coordinator for Studio Ijambo	Search for Common Ground	niyonzima@sfcg.org
		Diego Murangamizwa	M&E Officer	Search for Common Ground	dmurangamizwa@sfcg.org
		Innocent Bizimana	Border Official	Nemba-Gasenyi OSBP	+250 788 407599
		Edouard Sakubu	Border Official	Nemba-Gasenyi OSBP	+257 71 002 247
		Cyprien Sinoayiheburu	Border Official	Nemba-Gasenyi OSBP	sindacyprien@yahoo.fr
		Patience Arakaza	Border Official	Nemba-Gasenyi OSBP	+257 79 484 350
		Emmanuel Sindakira	EAC – Liaison Officer	EAC Ministry in Burundi	Simanu54@gmail.com +257 792 15459
		Ali Anwer	Economist	M&E Consultant for TMEA Burundi	Ali_anwer@hotmail.com
		Jérémie Nkuzimana	Project Coordinator	FORSC	nkunzije@gmail.com
	Nairobi, Kenya	Allan Ngugi	Programme Manager Business Competitiveness	TMEA	Allan.ngugi@trademarkea.com
		Gloria Atuheirwe	Ag. Director Business Environment	TMEA	gloria.atuheirwe@trademarkea.com
		Lisa Karanja	Senior Director, Business Competitiveness	TMEA	Lisa.karanja@trademarkea.com
		Elizabeth Mwangi	Kenya - Knowledge and Results	TMEA	elizabeth.mwangi@trademarkea.com

Consultant	Destination	Name	Position	Organization	Contact details
			Manager		
		Peter Aburi	Program Officer, Business Competitiveness	TMEA	peter.aburi@trademarkea.com
		Agnes Gakenia Mathenge	Intern	TMEA	agnes.mathenge@trademarkea.com
		Simon Konzolo	Manager, Business Competitiveness Kenya	TMEA	simon.konzolo@trademarkea.com
		Mark Priestly	Senior Director Country Programs	TMEA	mark.priestly@trademarkea.com
		Dennis Kashero	Communications Director, TradeMark East Africa	TMEA	dennis.kashero@trademarkea.com
		Marlon Echenje	M&E Team	TMEA	marlon.echenje@trademarkea.com
		George Wolf	Senior Director, Market Access	TMEA	George.wolf@trademarkea.com
		Jason Kapkirwok (Kap)	Senior Director – TMEA – EAC Partnership Programme	TMEA	jason.kapkirwok@trademarkea.com
Andy Simpson	Kigali, Rwanda	Hannington Namara	Country Director, Rwanda	TMEA	hannington.namara@trademarkea.com
		Anataria Karimba	Program Manager, Business Competitiveness Rwanda	TMEA	Anataria.karimba@trademarkea.com +250788302509
		John Bosco Kalisa	Senior Program Manager, Rwanda	TMEA	john.kalisa@trademarkea.com
		Eve Gossiaux	Program officer, Rwanda	TMEA	eve.gossiaux@trademarkea.com
		Emma	Executive	Profemmes	0788302510

Consultant	Destination	Name	Position	Organization	Contact details
		Marie BUGINGO	Secretary	Secretariat	
		Angelique UMULISA	Program manager	Profemmes Secretariat	0788537118
		Wellars FURERE	Former WICBTs acting project coordinator	Profemmes Secretariat	0788779868
		Chantal UMUHOZA	WICBT-Extension project coordinator	Profemmes Secretariat	0788885636
		James TAYEBWA	Cross border Expert	MINICOM	0788636406
		Annonciate GAHONGA YIRE	Legal Advisor	Rwanda Cooperative Agency	0788305053
		Christine Niyonsaba	Chairperson-Akanyaru Haut	CBT Cooperatives	0787226960
		Manirabona Jocelyine	Chairperson-Akanyaru Haut	CBT Cooperatives	0784420304
		Mbabazi Tharsica	Chairperson-Kagitumba	CBT Cooperatives	0788221910
		Mukantwali Illuminee	Chairperson-Cyanika	CBT Cooperatives	0785358897
		Maribori Benigne	Chairperson-Nemba	CBT Cooperatives	0788495904
		Muhabwazi ma odette	Chairperson-Cyanika	CBT Cooperatives	0786928781
		Mukafuraha Jeanette	Chairperson-Nemba	CBT Cooperatives	0782161278
		Mukashemba Daphrose	Chairperson-Buziba	CBT Cooperatives	0784624107
		Karangwa Scovia	Chairperson Buziba	CBT Cooperatives	0787323222

Consultant	Destination	Name	Position	Organization	Contact details
		KABUTWARE Claude		Profemmes Members - Mission of Hope	0788690332
		MUKARUBUGA Florida		Profemmes Members - AMIZERO	0788510224
		MUKIGA Anet		Profemmes Members - Rwanda Women Network	0788488884
		MUKAMUTANA Chantal		Profemmes Members - Duterimbere	0788674226
		IBONEYE Jabo		Profemmes Members - FVA	0783866207
		Peace Murungi	Executive Secretary	Rwanda Civil Society Platform	+250788528122
		Blair Robert		Rwanda Civil society Platform	+250788652220
		Wellars FURERE		EACSOFF Members - PFTH	
		Alexis Nkurunziza		EACSOFF Members - CLADHO	
		Janvier Rukwataga		EACSOFF Members - FIOM-RWANDA	
		Ninette Umurerwa		EACSOFF Members - HAGURUKA	
		Peter Turyhikayo		EACSOFF Members - RWANDA WOMENS NETWORK	
		Denis		EABC Focal	karerad@yahoo.com7883012

Consultant	Destination	Name	Position	Organization	Contact details
		Karera		Point	44
		Pelagie Mbabazi		EABC Focal Point	pelagienm@gmail.com 788385192
		William Babigumira		EABC Focal Point	williamb@psf.org.rw 789803211
		Antoine Manzi		EABC Focal Point	antoinem@psf.org.rw 788301410
		Fiona Uwera		EABC Focal Point	fionau@psf.org.rw 787552488
		Edward Karamuzi		RPSF select members - Freight forwarders Assoc	
		Moses Rutayisire		RPSF select members - Chamber of Tourism	
		Claudine Mukeshimana		RPSF select members - Manufacturing Association	
		Louise Mukakalisa		RPSF select members - Mining Association	
		Murenzi Theodore		RPSF select members - Transport Association	
		Mukafuraha Jeanette		Executive committee members of NEMBA	
		Maribori Benigne		Executive committee members of KOMURWA	
		Philibert Ndandali		East African Tourism Platform	philibert.ndandali@rdb.rw
Catherine Grant Makoker	Arusha, Tanzania	Lilian Awinja	Membership Officer	EABC	lawinja@eabc-online.com

Consultant	Destination	Name	Position	Organization	Contact details
a	a				
		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/DANI DA (Former EABC)	agatha@saana.com
		Angela Becaty	Former Programme Coordinator, EAPSP	Former EABC – now a consultant for ITC	I think I have her email address and/or phone number in my notebook – can get by Wednesday.
	Dar es Salaam, Tanzania	Ramadhani Msoma	Programme Manager, Business Competitiveness	TMEA Tanzania	Ramadhani.msoma@trademarka.com
		Josaphat Kweka	Country Director, Tanzania	TMEA Tanzania	Josaphat.kweka@trademarka.com
		Elibariki Shammy	Technical Assistant/NTB programme coordinator on NTBs	Tanzania Chamber of Commerce, Industry and Agriculture	+255 767 477 205
		Aneth Simwela plus four other MIT colleagues	Senior Trade Officer, Department of Trade Integration	Ministry of Industry and Trade	Mwasieli2015@yahoo.com anethsimwela@gmail.com
		Mr Nagatunga and other TAFFA staff and members		Tanzania Association of Freight Forwarders	+255 754 264 365

Consultant	Destination	Name	Position	Organization	Contact details
		Peter Kabepela	Managing Director	Intermarine Clearing & Forwarding and General Trading Co. Ltd (TAFFA member)	info@intermarine.co.tz
		Happiness Mchomvu	WED Coordinator	Women Entrepreneurship Development Programme, SIDO	happymchomvu@yahoo.co.uk happiemchomvu@gmail.com
		Aidan Eyakuze	Acting Regional Director and Head of Tanzania Office	Society for International Development	aidan@sidint.org
		Ngunga Tepani Plus other TANGO members and staff	Executive Director	Tanzania Association of NGOs	n.tepani@tango.or.tz
		Edward Furaha	Director of Policy Analysis and Advocacy	Tanzania Private Sector Foundation	Edward@tpsftz.org
		Renalda Kimaro	Executive Director	Rice Council of Tanzania (member of TPSF)	ricecounciltz@gmail.com
		Astronaut Bagile	Executive Director	Women in Social Entrepreneurship (member of TANGO)	wisetz@catz-net.com
	Interviews To Do By Phone	Andrew Luze	Executive Director	EABC	Trying to confirm for Wednesday 4 March at 11h30 (SA time). aluzze@eabc-online.com
		Esther	Journalist	Tz Daima Newspaper	Will try to do on Thursday 5 March. +255 785 438 478
		Perhaps	Managing	SID (Kenya)	I am not sure who the contact

Consultant	Destination	Name	Position	Organization	Contact details
		interview Stefano Prato (if this hasn't been done already)	Director		person is at the Kenya office of SID but it might be good to talk to them about the SOEAR. Could do on Thursday 5 March.
	Interviews To Do By Phone by Others	Stacey		GIZ Arusha	Stacey did not turn up for the arranged meeting in Arusha at 15h00 on Friday 20 February. I waited 45 minutes but was told that she had not returned from lunch by the receptionist at the EAC Secretariat. Daniel might be best to follow up with her or her colleague Clarisse (sp?). I don't have her contact details.
				East African Civil Society Organisations Forum	The CEO has been asked to leave so I am not sure if there is anyone there to talk to. The contact names we were given are below Daniel might be best to follow up with them on the CDF. Patrick Moshi or Martha Makenge Cell: +255 786 027 746 E-mail: eacsof@gmail.com
Simon Ihiga	Nairobi, Kenya	Dr. Chris Kiptoo	Country Director, Kenya	TradeMark East Africa Kenya Country Programme	chris.kiptoo@trademarkea.com
		Simon Konzolo	Manager, Business Competitiveness, Kenya	TradeMark East Africa Kenya Country Programme	simon.konzolo@trademarkea.com
		Joshua Mutunga	Senior Programme Manager, Kenya	TradeMark East Africa Kenya Country Programme	joshua.mutunga@trademarkea.com
		Agayo Ogambi	Membership Development	Shippers Council of EA (formerly	agayo.ogambi@shipperscouncil.org

Consultant	Destination	Name	Position	Organization	Contact details
			Officer	Kenya Shippers Council)	
		Patrick Nasiombe	Accountant	Shippers Council of EA (formerly Kenya Shippers Council)	patrick.nasiombe@shipperscouncil.org
		Taigu Muchiri	ICT/Web Content officer	Shippers Council of EA (formerly Kenya Shippers Council)	taigu.muchiri@shipperscouncil.org
		Victor Ogalo	Projects Manager, KEPSA	Kenya private Sector Alliance	vogalo@kepsa.or.ke
		Lilly Chebet Murei	Manager; Projects and Results Management	Shippers Council of EA (formerly Kenya Shippers Council)	ichebet@kepsa.or.ke
		Kennedy S. Okumu	Monitoring and Evaluation Officer	Shippers Council of EA (formerly Kenya Shippers Council)	kokumu@kepsa.or.ke
		Anthony Weru	Senior Programme Officer	Shippers Council of EA (formerly Kenya Shippers Council)	aweru@kepsa.or.ke
		Kisienya S. Gerald	Assistant Manager; Imports and Exports	Rai Plywoods (K) Ltd SCEA	importsni@raiply.com
		Eng. J.M. Matu	Chairman	Apec Consortium Ltd (Roads & Infrastructure	matupec@gmail.com

Consultant	Destination	Name	Position	Organization	Contact details
				e Engineers) KEPSA	
		Symon K. Wahome	Head of Inland Container Depots	Kenya Ports Authority KEPSA	swahome@kpa.co.ke
		Josphat K. Thiongo	Principal Operations Officer (ICDN)	Kenya Ports Authority	jthiongo@kpa.co.ke
		Jane M. Kivaa	Marketing & Customer Care Officer (ICD)	Kenya Ports Authority	jkivaa@kpa.co.ke
		Regina W. Ayub	Communications Officer	Kenya Ports Authority	rayub@kpa.co.ke
		Agnes A. Ogada	Senior Logistics Assistant	World Food Programme SCEA	agnes.ogada@wfp.org
		Dr. Moses M. Ikiara	Managing Director	Kenya Investment Authority KEPSA	ikiara@investmentkenya.com
		Agatha N. Juma	Chief Executive Officer	Kenya Tourism Federation EATP	ceo@ktf.co.ke
		Waturi Matu	Coordinator	EA Tourism Platform	coo@ea-tourism-platform.org
		Fiona Ngesa	Tourism Promotion Officer (East Africa)	Kenya Tourism Board EATP	Fiona@ktb.go.ke
		Gloria	Programme Manager	TradeMark	gloria.atuheirwe@trademarke

Consultant	Destination	Name	Position	Organization	Contact details
		Atuheirwe	Business Competitiveness	East Africa Regional Programme	a.com
		Lisa Karanja	Senior Director Business Competitiveness	TradeMark East Africa	lisa.karanja@trademarka.com
		Peter Aburi	Programme Officer Business Competitiveness	TradeMark East Africa	peter.aburi@trademarka.com
		Allan Ngugi	Programme Manager Business Competitiveness	TradeMark East Africa	allan.ngugi@trademarka.com
Simon Ihiga	Nairobi, Kenya	Dr. Chris Kiptoo	Country Director, Kenya	TradeMark East Africa Kenya Country Programme	chris.kiptoo@trademarka.com
Cyril Prinsloo	Kampala, Uganda	Sandra Kirenga, Uganda	PSO/CSO Manager (currently on maternity leave)	TMEA	Sandra.kirenga@trademarka.com 256776820810
		Vickie Tumwebaze	PSO/CSO Manager (Interim)	TMEA	vickietumwebaze@gmail.com, 256774437708
		Catherine Ssekimpi	Knowledge and Results Manager	TMEA	Catherine.ssekimpi@trademark, 256772503350
		Allen Asimwe	Country Director, Uganda	TMEA	Allen.asimwe@trademarka.com, 256783896502
		Marren Akatsa-Bukachi –	Executive Director	EASSI	
		Ms Hadijja Sserwanga,	Chairperson of CBT Association of Woman in Uganda/Chairperson of	EASSI	+256751333367

Consultant	Destination	Name	Position	Organization	Contact details
			Regional Women in Business Association in the EAC		
		Juliet Beulah Chepoyeyin	Customs Officer at Mutukula Border Post	EASSI	+256772620188; jbcchepoyeyin@ura.go.ug/ chepoyeyin@gmail.com
		Linah Asiimwe,	Programme Officer – Regional Integration	SEATINI	+256 714 207 343; asiimwelina@gmail.com
		Sam Kuloba Watasa,	Independent Consultant	UFFA	+256 712 644 655; utilitystrategies@gmail.com; samwatasa@yahoo.com
		Ogwal Moses Goli	Director Policy Advocacy	PSFU	mogwal@psfuganda.org.ug, +256772980184
		Bonifence Byamukama	Uganda National Coordinator of EATP	EATP	+256 775 887 258; kitanda@infocom.co.ug
		Flora Runumi,	Vice Chairman of the SC of EAPSP	EAPSP	+256777025605
	Interviews To Do By Phone	Hussein Kiddedde	Board Member	UFFA	+256 757 410 388
		Atwine Emmanuel		MITC	emaatwine@yahoo.com +256 782001835 or +256 701731362