



EASTECO RESOURCE MOBILIZATION STRATEGY (2023-2028)





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1. BACKGROUND

The East African Community (EAC) is a regional inter-governmental organization comprised of the Republics of Burundi, Kenya, Rwanda, South Sudan, the United Republic of Tanzania, and the Republic of Uganda. The aim of the Community is to foster Regional Integration and socio-economic development among Partner States through development of policies and programs to widen and deepen co-operation in political, economic, social and cultural fields including science, technology and innovation. The Treaty for the Establishment of the East African Community recognizes Science and Technology as a key driver for sustainable socio-economic development. The treaty provides for Partner States to promote and support cooperation in the development and application of science and technology within the Community, in Article 5, 12 and Article 103. In response to the provision of the Treaty, the EAC Summit established the East African Science and Technology Commission, (EASTECO), as a semi-autonomous institution of the East African Community mandated to promote and coordinate the development, management and application of Science and Technology in the Partner States. The Protocol establishing EASTECO defines the Commission as the main regional agency through which the EAC Partner States will develop and implement common Science and Technology policies, programs and projects, in priority areas that include human resources development, collaborative research, technology development and innovation. Support to STI is therefore aimed at generation of knowledge, technologies and innovations to ensure sustainable production of value-added goods and services and to enhance economic competitiveness of the region in accordance with the EAC Common Market Protocol of 2010 and the EAC Vision 2050.

Since its inauguration in 2015, EASTECO has made strides in pursuit of its goal, including development of EASTECO governance and management infrastructure. The Commission developed Strategic Plan 2017-2022; Established and staffed technical departments of Scientific Research and Development (SRD), Innovation, Technology Acquisition and Development (ITAD), and the Information Communication Technology (ICT). In addition, the commission has developed policies, Strategies, regulations, systems and processes, including regional STI Policy; Regional Intellectual Property Policy; Regional Bioeconomy Strategy; Regional Science, technology engineering and mathematics (STEM) Strategy among others. However, the commission is experiencing challenges in implementing programs and projects due to inadequate financial resources. The EAC Common Market Protocol 2010 created the East African Research and Technological development Fund (EARTDF) to support science, technology and innovation (STI) in the region. The establishment of the fund is currently at advanced stages and is envisaged to be completed within 2022/2023 financial year. The fund is intended to centrally finance STI activities from a pool in which various agencies including Partner, States development partners and other stakeholders will contribute. Despite the ongoing development of the legal instruments of the fund, there is no structured plan on how the resources into the fund will be harnessed from contributors. It is against this background and realization that EASTECO developed a structured mechanism for resource mobilization for sustainable implementation of its projects and programs for the benefit of the EAC. Resource mobilization refers to all activities involved in securing new and additional resources for an organization. Inherent in efforts to mobilize resources is the drive for organizational sustainability. It therefore also involves making better use of, and maximizing, existing resources. Institutional processes which are intended to mobilize resources form part of an organization's overall functioning.

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INTRODUCTION

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JUSTIFICATION FOR RESOURCE MOBILIZATION STRATEGY

The Environment in which resources are mobilized is increasingly competitive, given the rise of numerous development actors, coupled with scarcity of resources resulting from the recent global economic crises and the Covid-19 pandemic. Increasing and diversifying the sources of resources to support EASTECO is a fundamental aspect of the Commission's sustainability strategy to ensure the achievements of its goals and optimize the benefits accrued to Partner States. It will ensure that the commission grows into a strong, viable, reputable and internationally recognized regional institution; continuation of the commissions service provision to stakeholders; support to organizational sustainability; improvement and scale-up of products and services the organization currently provides; support new ventures to ensure generation of new business to stay in business. Sustainability of EASTECO therefore requires sufficient resources to cover its activities in the short, medium and long term in institutional, financial and programmatic spheres. In terms of Programmatic sustainability, EASTECO's 2023 - 2028 Strategic Plan has a well-defined roadmap to deliver products and services that respond to stakeholders needs and to anticipate new areas of need to expand its impact to the citizens of East Africa. Similarly, in terms of Institutional sustainability, the commission has a strong, yet flexible structure and accountable, transparent governance practices. Its structure and good governance practices allows it to respond to the shifting priorities of its stakeholders and to adapt to new responsibilities toward its stakeholders, while creating a positive work climate for its staff. However, the financial sustainability of EASTECO is not adequately assured, since the commission largely rely on Partner States as a major single source of funding, which is insufficient and irregular. EASTECO should mobilize resources to complement the statutory Partners States contributions. This is the bottleneck in the trajectory of EASTECO's success in delivering its mandate to stakeholders. The Commissioned therefore requires a strategy to diversify and increase resource stream to allow it support its ongoing efforts and to undertake new initiatives. A distinct resource mobilization strategy, which firmly links resource mobilization to project or program management cycle is essential. Mobilizing resource of project/program ensures delivery and creates impact. The EASTECO strategy is therefore to mobilize resources to support organization's programs and assure the commission's financial health by increasing revenue flow into the organization.

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SITUATIONAL ANALYSIS

In designing the EAC Resource Mobilization Strategy, it was imperative that the existing framework utilized by the Secretariat in resource mobilization be explored. This framework is enshrined within the Treaty for the establishment of the East African Community.

3.1 LEGAL FRAMEWORK

Article 132 (4) of the Treaty provides that, “the budget of the Community shall be funded by equal contributions by the Partner States and receipts from regional and international donations and any other sources as may be determined by the Council.” The Treaty therefore envisages that the resources of the Community are to be mobilized from various sources. Article 132 (4) is supplemented by the provisions of Article 133, “Other resources of the Community shall include such extra budgetary resources as: (a) Grants, donations, funds for projects and programmes and technical assistance; and (b) income earned from activities undertaken by the Community. This Article thus emphasizes the need for mobilization of resources other than Partner States contributions. Article 71 (i) states that, “the Secretariat shall be responsible for the mobilization of funds from Development Partners and other sources for implementation of the projects of the Community.

From the above provisions of the Treaty, the possible sources of resources for the Community are identified -Partner State Contributions; Receipts from regional and international partners; Grants, Donations, Funds for projects and programmes; Technical assistance; Income earned from Community activities; Other sources as may be determined by the Council.



This section reviews the extent to which the EASTECO utilizes the six possible sources listed above to mobilize resources.

i. Partner States Contributions

This is the main source of resources for financing the EASTECO budget. It is the most secure and dependable source of resources for the EASTECO and it entails equal contributions from the EAC Partner States.

ii. Receipts from Regional and International Partners

The Community is mandated to mobilize resources from Regional and International Development Partners. EASTECO has mobilized resources previously from the following partners:

- a) AfDB for support to the establishment of EAC STI Forum, in collaboration with IUCEA
- b) UNESCO - Nairobi for support to the development of EAC Regional Policy for STI);
- c) UNECA for technical support for the development of Regional Guidelines for sustainable renewable energy technology deployment);
- d) SGCI for establishment of a Regional Grant Research Initiative);
- e) BioInnovate Africa Programme/ icipe support to the development of EAC Regional Bioeconomy Strategy.
- f) GIZ support for the convening of STI conference and Youth Innovation Forum.

iii. Technical Assistance

The Community is mandated to mobilize resources in the form of technical assistance from Regional and International Development Partners. EASTECO has mobilized resources in form of technical assistance from the following partners:

- a) Republic of Estonia for the implementation of Digital ID training of EAC institutions
- b) Vital Wave Inc for the development of Digital Agenda Strategy
- c) USAID Eastern Africa for the assessment of e-health and telemedicine initiatives in the EAC Region

iv. Income earned from Community activities

The Community is mandated to mobilize resources through income-generating activities and other sources as may be determined by the Council. EASTECO has mobilized resources from the income generated through investment of gratuity for interest rate annually.



SWOT ANALYSIS

The Current Resource mobilization frameworks strengths, weakness, opportunities and threats are identified in the matrix below and subsequently analyzed

Figure 1: Strengths, weakness, Opportunities and Threats (SWOT) Analysis of the Current EASTECO Resource Mobilization Framework.

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Partner States contribution is guaranteed- Article 132(4) and Council Decision. 2. Establishment of the East African Research and Technological Development Fund 3. Concluded study on identifying other financing Options for the Community. 4. Competent Staff capable of developing Grant winning proposals 5. Strong internal financial management system and capability 6. Updated and focused Strategic Plan 2023-2028 	<ol style="list-style-type: none"> 1. Lack of coordinated effort in harmonizing priorities between the Regional and national level. 2. Unexploited avenues for resource mobilization for income generating activities (interests on term deposits etc). 3. Lack of guiding operating procedures/ Framework for Technical Assistance. 4. Lack of guiding framework for Resource mobilization.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Political goodwill of Partner States 2. Developmental assistance Regional Integration projects on the rise (Science, Technology, and Innovation) 3. MDGs' emphasis on the consorted thematic poverty alleviation programmes at the Regional level 4. Increase in Regional and/or International STI harmonization initiatives 5. The Aid effectiveness best practices in forms of issued declarations' (Accra, Paris and Bussan) 6. Positive Image of EAC and EASTECO in the external world, mainly Developmental Partners 	<ol style="list-style-type: none"> 1. Sporadic and ad-hoc nature of Development Partner Funding and Priorities 2. The Global financial crisis and pandemics. 3. Significant and increasing Competition from other EAC organs and Institutions for regional integration resources.



3.3 CHALLENGES

A number of challenges need to be overcome for the EASTECO to be successful in its resource mobilization efforts. These appear to cluster around eight categories.

- (i) **Lack of Information.** It appears that not enough strategic and relevant information related to resource mobilization flows within and beyond EASTECO. Information relating to definitions, donor profiles, processes, application for funding opportunities, predictability of funding etc. needs to be readily available for easy access. It is equally important to improve internal communication at the EASTECO.
- (ii) **Lack of processes and standard operating procedures.** It is imperative that the EASTECO standardizes processes and operation procedures with respect to the mobilisation of resources. The organization requires a solid complement of basic processes that will facilitate rather than hamper initiative and enhance efforts.
- (iii) **Lack of incentives and empowerment.** Staff members require incentives to identify opportunities, design projects and articulate activities to donor audiences. They need to do so in a conducive environment that encourages both individual and team efforts.
- (iv) **Insufficient skills or capacity.** Individuals need relevant skills and capacity to capture and optimize opportunities as they are presented to them. However, training is not in itself an objective. It needs to be accompanied by support for applying newly acquired skills.
- (v) **Lack of donor or partner interaction opportunities.** Mobilizing resources is intimately linked with two factors; (1) knowing about an opportunity that exists, and (2) getting the donor's attention. The latter requires in most cases getting in front of the donor.
- (vi) **Little emphasis on existing and interpersonal relations.** The value of existing relations and networks cannot be over emphasized. Studies have shown that a major motivation in the decision to commit funding is the relationship between donor and the recipient. Efforts should be undertaken not only to build new relationships, but to nurture existing ones.
- (vii) **Emphasis on producing results and monitoring impact.** Donors are placing increasing importance on implementation, delivery, monitoring and evaluation of programmes, as well as documentation of impact. The EASTECO should in all proposals, reports and through inter-personal communication highlight the mechanisms and systems it has in place to ensure accountability, transparency and cost-effectiveness.
- (viii) **Weak Coordination.** Among the key challenges identified was also weak coordination of resource mobilisation efforts among and between the various organs, institutions and even directorates in EAC. This was even more caused by the lack of a strategic frame work for resources mobilisation.

4

STRATEGIC DIRECTION

4.1 OVERALL OBJECTIVE

To ensure a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring, and utilization, management, reporting, monitoring, and evaluating assistance from development Partners and for expanding the resource base for sustainable resource availability to implement EASTECO projects and programs in support of EAC regional integration and socio-economic development.

4.2 PURPOSE OF THE STRATEGY

- (i) To provide a framework of action for increasing resources available from all sources for the implementation of the EASTECO Strategic Plan
- (ii) To strengthen the resource mobilization coordination, management and absorption capacity of the EASTECO.
- (iii) To create a clear, coordinated approach to soliciting, acquiring, utilization monitoring and managing of financial inflows and development cooperation support;
- (iv) To widen donor base and increase the predictability of resources inflow to EASTECO;
- (v) To shift funding regime from earmarked to core resource pool for increased reliability;



- (vi) To leverage resources and results through partnerships, networking and collaboration;
- (vii) To increase EASTECO accountability on finance, efficiency and impact (with facts, figures and testimonials)
- (viii) To broaden the resource channels by exploring alternative sources of funding in order to reduce dependence on resources from Partner States.

4.3 GUIDING PRINCIPLES

EASTECO will pursue a resource mobilisation strategy that is consistent with the EAC regional overarching goals and priority programmes. The strategy is predicated and has been developed upon the following set of guiding principles that will be applied to ensure success in sustained resource mobilization endeavors:

- (i) Readiness, willingness and ability to market EASTECO and its programs
- (ii) Meet EASTECO and EAC region needs;
- (iii) Alignment of resources to mandate, vision, mission, objectives and strategies;
- (iv) Alignment with the needs of the prospective Development Partners and build synergies;
- (v) Provision of evidence-based results in proposals, bids and reports to prospective donors;
- (vi) Commitment to excellence by promotion of efficiency and effectiveness to ensure value for money;
- (vii) Establishment and maintenance of organizational culture, credibility and reputation;
- (viii) Adoption of Result-based programming and implementation
- (ix) Creating an enabling environment for fundraising
- (x) Transparency
- (xi) Building capacity of internal human resources first

4.4 EASTECO STRATEGIC PRIORITIES AND INTERVENTIONS

The resources will be mobilized to implement the following strategic priorities and interventions as stated in EASTECO Strategy Plan (2023-2028);



Strategic Goal	Strategic Priorities/ long term targets	Mean Term Targets
Develop evidence-based Regional Science, Technology & Innovation policies	Develop at least five (5) evidence based regional Science Technology & Innovation Policies and Strategies	Fourth Industrial Revolution Strategy developed
		Strategy for commercialization of STI products/ outputs developed
		Strategy for Space Science and Technology developed
		Digital Strategy developed
		STI Indicator and M&E Regional Management framework developed
Promote Science & Technology knowledge and Innovation for regional development	Regional Program for the enhancement of STEM training and education developed	Regional Centres of excellence in areas that are of strategic importance to the region established e.g. mechatronics, nuclear energy, oil and gas
		STEM education promoted through various means including fairs, competitions and scholarships
		Regional programme for nurturing women in STEM developed
	STEM Education enhanced	Regional strategy for enhancement of STEM training developed;
	Leveraging of Scientific research and experimental development, with focus on R&D in regional strategic areas, infrastructure, facilities and Centres of Excellence	Regional collaborative programmes developed and supported;
		Centers of Excellence in R&D established;
		Portfolio of Centres of Excellence supported;
		R&D Institutions networked; collaborative MOUs signed
	Regional collaborative programmes and partnerships developed and supported to leverage scientific research	EA journal of Scientific Research operationalized
		Agreements on cooperation facilitated
		Regional collaborative programs in STI developed
		Establishment of regional centres of excellence facilitated
	Regional support for commercialization of innovation and technology by establishing conducive environments for technology innovation and uptake through innovation centres and funding	Establishment of networks in R&D institutions promoted
Dissemination of STI knowledge supported		
Regional centers of innovation established		
Regional technology and innovation fund established		
Innovative technology solutions in the health sector provided		
Community's innovation capacity enhanced		
Regional approaches to patenting and intellectual property rights stimulated		



Application of STI for socio-economic development	Increased value addition in agriculture by harnessing and disseminating technological solutions	Regional STI initiatives in agricultural value addition coordinated Innovative and appropriate technological solutions and approaches for improved storage and agro-processing disseminated
	Promotion of Technological solutions in energy and environment by facilitating the development of renewable energy products and climate change adaptation tools	Development of renewable energy technology solutions and products using STI promoted
		Portfolio of technology tools for adaptation to climate change among priority sectors developed
		Research, technological development and innovation on climate change enhanced
Regional cooperation in the enhancement of innovative bio-technology solutions including support for centres of excellence in bio-technology, development of bio-safety guidelines and support for the development of indigenous knowledge and technologies	Regional support for export-oriented industrial development and trade by facilitating access to institutions and technologies	Regional bio-technological initiatives coordinated
		community's Centres of excellence in biotechnology supported
		regional bio-safety guidelines on Biotechnology developed
		indigenous knowledge and technologies supported
	Regional support for export-oriented industrial development and trade by facilitating access to institutions and technologies	Networking of technology transfer institutions strengthened
		Linkages between research institutions, academia, industry and business promoted
Technology enabled trade including the use of ICT supported		
Development of regional capacity in ICT for the promotion of efficient productive and social sectors	Development of regional capacity in ICT for the promotion of efficient productive and social sectors	Regional digital program to enhance integration and transformation of EAC economies and societies developed
		Innovations in and using ICT to a regional level disseminated of ICT to rural communities
		ICT as a tool for driving economic growth utilized
		STI initiatives and programmes in ICT at a regional level coordinated
Development of regional circular economy program to promote use of bioresources for socioeconomic development and regional integration	Development of regional circular economy program to promote use of bioresources for socioeconomic development and regional integration	New bio-based technologies and solutions promoted
		Bio-based healthcare products developed
		Production and use of sustainable bio-energy promoted
		Bio-based industrial value-chains promoted



Enhance collaboration and partnerships in the STI Community	Establish sustainable funding mechanisms for STI initiatives	resource mobilization strategy Developed East African Research and Technological Development Fund established Partner States funding towards STI to 1% of GDP and above increased
	Establish mechanisms for outreach, partnerships and collaborations	Networks of institutions & stakeholders established
Strengthen EASTEKO's Institutional Framework for Effective and Efficient Governance and Operations	Enhance institutional capacity in STI project development, knowledge management and communication	Human Resource Capacity enhanced
		Effective and Efficient Governance systems in place
	Improvement of EASTEKO's communication and visibility	Fiduciary and Administrative systems developed and operationalized
		Communication and visibility strategy developed Mechanisms to facilitate substantive dialogue with key stakeholders developed
Acquisition and employment of appropriate technology for increased efficiency	Technology tools for delivery of high impact programs embraced	



4.5 STRATEGIC OBJECTIVES AND ACTIONS

The strategy is intended to be a practical document. During the preparation and consultation process, there were several challenges that were identified as major impediments to resource mobilization efforts. Addressing those challenges would greatly improve the chances of the EASTECO mobilizing the resources required to achieve its objectives.

The approach to resource mobilization in EASTECO is based on causal relations. By addressing or removing challenges to resource mobilization, dramatic impact could occur, which, combined with some essential enablers, could result in a significant increase in funding.

The following section presents the proposed set of activities that will address the top eight challenges identified in the section above.

4.5.1 Strategic Objectives 1: Strengthening Planning, Budgeting, Monitoring and Evaluation.

EASTECO is responsible for the development of a coherent and harmonised resource mobilisation strategy based on i) EAC Development Strategy, Planning, Monitoring and Evaluation (EAMS) and EASTECO Strategic Plan ii) decisions taken by the EASTECO Management Committee; and iii) the annual operational plans developed by the heads of department for giving effect to the strategic priorities.

EASTECO Secretariat is also responsible for the implementation, monitoring and evaluation of the resource mobilisation strategy according to the principles outlined in the EASTECO Protocol and Strategic Plan.

EASTECO Secretariat shall refine its strategy review process, strengthen its planning, budgeting and financial management systems in a manner that maximises the resource absorptive capacity and optimally utilise resources for its development programmes.

Strategic Actions

i. **Resource Acquisition, Planning and Management Strategy.**

Resource acquisition: For the externally sourced funds the EASTECO shall continue to abide by internationally agreed principles on aid effectiveness. Resources will only be acquired from external resources if they are based on the priorities outlined in the EASTECO Strategic Plan and on available capacities within the EASTECO Secretariat. Effective reporting systems shall be developed so that the EASTECO Secretariat is enabled to capture all inflows to the various units. EASTECO Secretariat shall work towards effective harmonisation of development assistance that comes through its system and ensure better capturing of information on all external assistance received.

Resource Planning and Management: EASTECO shall strengthen its planning, budgeting and financial management systems in a manner that will maximise the resource absorptive capacity and optimally utilise resources for its development programmes.

Monitoring and Reporting: EASTECO shall institute systems and capacity to provide quality information that is responsive, and comprehensive. This will be built into reporting and monitoring systems within the existing structures. The internal monitoring system shall be strengthened and



will continue to aim at generating and disseminating quality information, which feeds back into the policy process for informed actions. Result Based Monitoring and Evaluation Framework and the reporting systems will be used. Effective development assistance reporting and monitoring systems shall be fully integrated into the other existing systems that monitor all resources for EASTECO programmes.

- ii. **Expenditure Management:** All resources (externally and internally sourced), shall be managed using the EASTECO Secretariat's own management systems. EASTECO shall ensure that the procedures for departments are synchronized with the Strategic Plan monitoring and annual reviews to allow progress at all levels to be fed into the overall strategic plan performance assessment process.
- iii. **Budgeting, Accounting and Procurement:** EASTECO shall facilitate an effective and credible budget preparation process consistent with the Financial rules and regulations. The capacity for planning, monitoring, evaluating and managing the budget will be strengthened further to facilitate reliable and timely reports that clearly separate commitments, allocated budgets and actual expenditure. The Secretariat will strengthen the implementation capacities to ensure that expenditures are in line with approved budgets and enhance the monitoring of budget execution to minimise the levels of discretion that could threaten the expenditure execution systems. EASTECO will implement reforms where necessary to strengthen and modernise its accounting and procurement systems.
- iv. **Technical Assistance:** EASTECO shall develop guidelines on Technical Assistance solicitation, recruitment, contracting/procurement, management, monitoring of performance and evaluation.

4.5.2 Strategic Objective 2: Improve Communication and Information Flow

Strategic Actions

- i. Develop and share basic information package. EASTECO to develop a basic information package with all existing information related to resource mobilisation, strategic planning, adapted to donor audiences and disseminate widely.
- ii. Establish information base on funding needs, gaps and priorities. To establish the existing financial information base through enhancing accuracy, consistency and delivery of existing data and improved reporting on funding needs and shortfalls.
- iii. Proactively solicit information. EASTECO Heads of Departments to organize a biannual working session, with the purpose of determining the exact departmental and programmatic needs and discussing concrete opportunities for mobilizing resources and/or strategies for accessing funding.
- iv. Strengthen the Resource Mobilisation Function. Each Head of the Department will be designated as resource mobilisation and partnership focal point to strengthen the resource mobilisation drive.
- v. Develop an Advocacy and Communication plan. Develop an internal formal advocacy and communication strategy.



4.5.3 Strategic Objective 3: Institute Processes, Systems and Tools

Strategic Actions

- i. Develop resource mobilisation manual. There is already a lot of information available related to standard procedures and best practices in resources mobilisation. A comprehensive resource mobilization manual should be developed, including standard operating procedures and processes.

4.5.4 Strategic Objective 4: Introduce Incentive and Empowerment

Strategic Actions

- i. Incorporate resource mobilization targets in staff appraisals. EASTECO should consider introducing performance objectives related to mobilization of resources in the terms of reference of head of institutions, senior management staff and a substantial number of other key positions. These individuals' appraisals should reflect their ability to mobilize resources and highlight the personal and individual responsibilities for creating an enabling environment within their division and units through enforcing high quality programming, timely and appropriate donor reporting and proactive engagements in mobilizing resources.
- ii. Introduction of incentive-based reward. EASTECO should consider providing incentives for its staff who mobilise resources for projects and programmes and recognize staff with awards.

4.5.5 Strategic Objectives 5: Strengthen EASTECO Capacities for effective resource mobilization and utilization

Strategic Actions

- i. Build the resource mobilization capacity internally. EASTECO staff should be trained on; resource mobilization strategies, Grant Project proposal writing, fund negotiation skills, different donor/ development partners' proposal formats and project planning and management.
- ii. Establishing resource mobilisation committee. EASTECO shall establish a Resource Mobilisation Committee (S-RMC) with a mandate to support the processes necessary to implement resource mobilization activities and oversee the Secretariat's efforts in obtaining resources from Development partners.
- iii. Strengthen the coordination and mobilisation of financial and technical resources . EASTECO shall strengthen efforts made by the Secretariat in coordinating and mobilising financial and technical resources from developing partners to support the implementation of priorities as defined in the Strategic plan.
- iv. Recruit a Resource mobilization Consultant. Recruit a Resource mobilization Consultant to jumpstart resource mobilization at EASTECO and continue capacity building. The consultant should develop EASTECO Staff skills for resource mobilisation.



4.5.6 Strategic Objectives 6: Framework for development partners Interaction and dialogue.

Strategic Actions

- i. Encourage interpersonal relationships. The need for strong interpersonal relationships should not be underestimated. It is critical that opportunities for interacting with and ideally meeting with donor audiences throughout the year are tracked and seized. Senior management and technical staff from EASTECO attend meetings throughout the year, on the continent and abroad. Join new and strengthen existing Development Partners networks. Consideration should be given to tracking fund solicitation meetings or courtesy visits to potential or new donors. A system will be put in place to track these interactions and follow up on any leads they generate.
- ii. Establish a resource Mobilisation taskforce for EASTECO. A resource mobilisation task force for EASTECO comprised of representatives of the Governing Board members, donor community, the international development community, academia, civil society and the private sector should be established. The taskforce will help to direct resource mobilisation efforts and serve as ambassadors for EASTECO. The taskforce should ideally meet a couple of times a year with a set agenda.
- iii. Identify opportunities. It is important to proactively identify funding opportunities, as soon as or ideally before they become public knowledge. Develop and submit grant applications to development Partners where opportunities exist. There are many sources and resources available summarizing tender opportunities or cataloguing donors with a particular interest or focus. Constantly scanning and horizon, networking and soliciting intelligence should be the responsibility for every staff member at EASTECO.
- iv. Donor intelligence gathering/ and increasing the predictability of resources. It is recommended that Senior Management collect donor intelligence and be made widely available to facilitate and encourage interaction. Intelligence should include donor profiles (policies, preferences, geographical focus), but also include a mapping of donor hubs on the continent and pooling of like-minded donors around thematic areas of attention.
- v. Capitalize on international meetings and events. It is recommended that a calendar be developed to map all major donor and/or partner meetings and events on the continent and beyond. The maintenance and distribution of the calendar could be the responsibility of the DES(P&P). With proper mapping and preparation, it is possible to turn a variety of events into communication, advocacy and/or resource mobilisation platforms.
- vi. Organize annual donor round table meetings. EASTECO should convene meetings with specific development partners, which provides donors an opportunity to get technical updates on thematic areas, network with EASTECO staff and their peers, and consider future funding decisions. With the increasing interest by different donors on issues of STI for EAC integration as well as the increased funding for the EAC, the time seems ripe for the EASTECO to introduce a similar annual meeting concept in addition to EAC Donor Forum meetings at the secretariat. It appears that donors have a particular interest in focused and targeted efforts. It is suggested that these opportunities for engaging funding organizations be organized more frequently, according to donor preferences. Thematic or geographic donor roundtables would ideally be co-hosted with in-country donor representatives.



- vii. Organize annual meetings in donor capitals. Organize meetings in capital cities of development donor agencies and developing country governments. For the latter group, separate meetings with the Ministry responsible for EAC Affairs and National Councils/Commissions of Science, Technology and Innovation are recommended. Visiting a donor agency at its own premises allows ample opportunity to meet or convene meetings with a larger number of decision-makers, organize briefings for the entire agency, and gather intelligence and information on-site that would otherwise not be readily available. The meetings could ideally be combined with already scheduled travel, meetings, workshops and/or events, or be planned to include other donor audiences in the locality, e.g foundations, private individuals, academic institutions or non-profit organizations.
- viii. Broadening the Donor Base. Broadening the conventional donor base is another necessary measure to increase funding predictability and core contributions. Attracting new conventional Development Partners by building trust through timely absorption and effective utilization of the available resources, quality assurance and quality information while offering services that correspond to their interests will be prioritized to encourage them to engage in multi-year programmes and achieve a higher level of general purpose or soft-earmarked funds.

4.5.7 Strategic Objectives 7: Strengthen Interpersonal Relations for Resource Mobilization

Strategic Actions

- i. Joint Resource Mobilization Proposals with other Institutions or Organizations. EASTECO should establish a cross-sectional joint proposal development. EASTECO should consider the development of joint proposals with other Institutions and Organisations around the achievement of the specific objectives in the development strategy and/or other thematic approaches. Engages staff of Resource Mobilization /Partnership fund staff at EAC secretariat.

4.5.8 Strategic Objective 8: Produce Result and Monitor Impact

Strategic Actions

- i. Create Donor reporting systems. Donors are under increasing pressure to justify programmes and projects with their stakeholders and constituencies. EASTECO should develop and deliver donor reports that assist donor agencies in justifying investments in regional integration in general, and EAC in particular, by providing compelling results and evidence from the investments.
- ii. Involve donors in the project and programmes implementation. Include participation of the donors/development partners in inception, midterm and progress, and final project completion meetings for their guidance. This will create a sense of ownership and may trigger the renewal or extension of project funding.



4.5.9 Strategic Objective 9: Broadening the Resource Channels

Strategic Actions

- i. Establish EAC Regional Research and Development Technological Fund. Establishment of an endowment fund for regional research, Innovation and technology development to which development partners, private sector and other stakeholders shall contribute;
- ii. Implementing Lagos Plan of Action for Economic Development commitment. East African countries to spend at least 1% of the GDP on Science technology and Innovation (Research and &Development); African governments committed to AU declaration of allocating at least 1% of the GDP to Science and Technology.
- iii. Engage the Private Sector actors. EASTECO to engage the Private Sector actors in resource mobilization especially establishing a partnership in linking STI (R&D) to industry.

4.5.10 Strategic Objective 10: Leveraging resources and results through public-private partnerships

Strategic Actions

- (i) Develop partnership with other Research and Development (R&D) institutions within and outside East Africa.
- (ii) Collaborate with investment centers in the Partner States to tap into the R&D funds embedded in Foreign Direct Investment (FDI) and Direct Investment (DI) in the region.
- (iii) Attract researchers worldwide to establish R&D lab with their own resources in EAC;
- (iv) Engages Governing Board Members in Resource mobilization

5

INSTRUMENTS FOR MOBILIZING RESOURCES

The Strategy above identified a number of instruments that the EASTECO could use for sourcing resources. The choice of instruments largely depends on the typology of the resources. This section identifies the instruments to be used for mobilizing the kind of resources targeted by the EASTECO.

i. Resources from the Partner States

For the resources from the EAC Partner States and as discussed earlier, the main instrument will be the agreement reached by the states under the current negotiations on sustainable funding of the Community. The Partner States to honor the annual disbursement calendar that was developed.

ii. Resources from Development Partners

With regard to resources from development partners, the EASTECO should use the traditional instruments of engagement. These include:

- Memoranda of Understanding
- Contribution Agreements
- Basket Fund
- Partnership and financing Agreements
- Budget Support

iii. The East African Research and Technological Development Fund Mechanism

The mechanism envisaged under the EARTDF is indeed a very effective instrument for resource mobilization. The process of establishment and operationalization of this instrument is in progress and can start benefiting from the numerous advantages it portends for resource mobilization.

6

COORDINATION AND MANAGEMENT OF THE STRATEGY

The Office of the Executive Secretary will provide guidance on all major fundraising efforts and donor consultations. Within EASTECO corporate Strategic Framework, Heads of departments will lead extra budgetary resource mobilization for specific thematic support to specific pillars of the EASTECO Strategic Plan. The Executive Secretary will lead the EASTECO interface with donors in close collaboration with Deputy Executive Secretary in charge of Programs and Projects and respective Departments. The Deputy Executive Secretary will provide in house knowledge base for donor intelligence.

8

BUDGET

The execution of this plan requires the commitment of human and financial resources; it is not an option to simply recruit additional staff. Annually there will be a budget provision for undertaking Resource Mobilization activities. The budget estimate for implementation of this resource mobilization strategy is 100,000US annually. This involved recruitment of resource mobilization consultant, meetings with donors/development partners, Donor roundtable meetings and travels for resource Mobilisation meetings and EASTECO capacity building on resource mobilisation.



Activities		Amount (US\$)
1	Recruitment of resource mobilization consultant	25,000
2	Meetings with donors/development partners	15,000
3	Donor roundtable meeting	30,000
4	Travels for resource Mobilisation meetings	15,000
5	EASTECO capacity building on resource mobilisation.	15,000
	Total	US\$100,000

The total resources required for the implementation of EASTECO Strategic Plan 2023-2028 is US\$ 27,754,650 as indicated in the table.

Strategic Goal	Strategic Priorities/ long term targets	Mean Term Targets	
Develop evidence-based Regional Science, Technology & Innovation policies	Develop at least five (5) evidence based regional Science Technology & Innovation Policies and Strategies	Fourth Industrial Revolution Strategy developed	1,520,000
		Strategy for commercialization of STI products/outputs developed	
		Strategy for Space Science and Technology developed	
		Digital Strategy developed	
		STI Indicator and M&E Regional Management framework developed	380,000
Sub Total			1,900,000



Promote Science & Technology knowledge and Innovation for regional development	Regional Program for the enhancement of STEM training and education developed	Regional Centres of excellence in areas that are of strategic importance to the region established e.g. mechatronics, nuclear energy, oil and gas	144,000
		STEM education promoted through various means including fairs, competitions and scholarships	250,000
		Regional programme for nurturing women in STEM developed	450,000
	Enhancement of STEM Education	Regional strategy for enhancement of STEM training developed;	500,000
	Leveraging of Scientific research and experimental development, with focus on R&D in regional strategic areas, infrastructure, facilities and Centres of Excellence	Regional collaborative programmes developed and supported;	200,000
		Centers of Excellence in R&D established;	160,000
		Portfolio of Centres of Excellence supported;	550,000
		R&D Institutions networked; collaborative MOUs signed	420,000
		EA journal of Scientific Research operationalized	500,000
	Regional collaborative programmes and partnerships developed and supported to leverage scientific research	Agreements on cooperation facilitated	150,000
		Regional collaborative programs in STI developed	180,000
		Establishment of regional centres of excellence facilitated	76,000
		Establishment of networks in R&D institutions promoted	90,000
		Dissemination of STI knowledge supported	55,000
	Regional support for commercialization of innovation and technology by establishing conducive environments for technology innovation and uptake through innovation centres and funding	Regional centers of innovation established	95,000
		Regional technology and innovation fund established	55,000
		Innovative technology solutions in the health sector provided	60,000
		Community's innovation capacity enhanced	85,000
		Regional approaches to patenting and intellectual property rights stimulated	125,000
	Sub Total		4,145,000



Application of STI for socio-economic development	Increased value addition in agriculture by harnessing and disseminating technological solutions	Regional STI initiatives in agricultural value addition coordinated	
		Innovative and appropriate technological solutions and approaches for improved storage and agro-processing disseminated	90,000
	Promotion of Technological solutions in energy and environment by facilitating the development of renewable energy products and climate change adaptation tools	Development of renewable energy technology solutions and products using STI promoted	310,000
		Portfolio of technology tools for adaptation to climate change among priority sectors developed	280,000
		Research, technological development and innovation on climate change enhanced	210,000
	Regional cooperation in the enhancement of innovative bio-technology solutions including support for centres of excellence in bio-technology, development of bio-safety guidelines and support for the development of indigenous knowledge and technologies	Regional support for export-oriented industrial development and trade by facilitating access to institutions and technologies	Regional bio-technological initiatives coordinated
community's Centres of excellence in biotechnology supported			80,000
regional bio-safety guidelines on Biotechnology developed			120,000
indigenous knowledge and technologies supported			90,000
Regional support for export-oriented industrial development and trade by facilitating access to institutions and technologies		Networking of technology transfer institutions strengthened	310,000
		Linkages between research institutions, academia, industry and business promoted	280,000
	Technology enabled trade including the use of ICT supported	120,000	
Development of regional capacity in ICT for the promotion of efficient productive and social sectors	Regional digital program to enhance integration and transformation of EAC economies and societies developed	5,000,000	
	Innovations in and using ICT to a regional level disseminated of ICT to rural communities	600,000	
	ICT as a tool for driving economic growth utilized	310,000	
	STI initiatives and programmes in ICT at a regional level coordinated	280,000	



	Development of regional circular economy program to promote use of bioresources for socioeconomic development and regional integration	New bio-based technologies and solutions promoted	680,000
		Bio-based healthcare products developed	980,000
		Production and use of sustainable bio-energy promoted	450,000
		Bio-based industrial value-chains promoted	210,000
	Sub Total		10,686,000
Enhance collaboration and partnerships in the STI Community	Establish sustainable funding mechanisms for STI initiatives	resource mobilization strategy Developed	300,000
		East African Research and Technological Development Fund established	380,000
		Partner States funding towards STI to 1% of GDP and above increased	210,000
	Establish mechanisms for outreach, partnerships and collaborations	Networks of institutions & stakeholders established	410,000
	Sub Total		1,300,000
Strengthen EASTEKO's Institutional Framework for Effective and Efficient Governance and Operations	Enhance institutional capacity in STI project development, knowledge management and communication	Human Resource Capacity enhanced	5,000,000
		Effective and Efficient Governance systems in place	2,500,000
		Fiduciary and Administrative systems developed and operationalized	350,000
	Improvement of EASTEKO's communication and visibility	Communication and visibility strategy developed	96,000
		Mechanisms to facilitate substantive dialogue with key stakeholders developed	380,000
	Acquisition and employment of appropriate technology for increased efficiency	Technology tools for delivery of high impact programs embraced	76,000
		Sub Total	
	5% Costs for Risk Mitigations		1,321,650
	Grand Total		US\$ 27,754,650

9

MONITORING AND EVALUATION PLAN

Monitoring and Evaluation of the implementation and impact of the Resources Mobilization Strategy is of paramount importance. The single most important measure of success will be EASTECO 's ability to mobilize adequate resources to carry out all activities. A Resources Mobilization Business Plan will be developed annually defining the targets and indicators of success and key activities to be undertaken in the efforts of mobilizing resources. A matrix of milestones and indicators of success will be the basis and tool for Monitoring and evaluating progress.

10

IMPLEMENTATION PLAN

The Resource Mobilisation Strategy presents the EASTECO approach to optimally utilise resources, through improvements in resource management. A number of considerations shall guide EASTECO Secretariat's actions as it proceeds with the implementation of its Resource Mobilisation Strategy. The effective implementation of the strategy for resource mobilization will require an unremitting effort of all EASTECO at all levels.

The Strategy presents the EASTECO with an opportunity to optimally utilize resources, through improvements in resource management. EASTECO Secretariat will implement the following framework to facilitate the implementation of the Resource mobilization Strategy:

- (i) Strengthen the planning, monitoring and evaluation function in a manner that maximizes the resource absorptive capacity and optimally utilize resources;
- (ii) Enhance a project appraisal system and project monitoring process by introducing a programs/ project management cycle with clear guidelines and criteria.
- (iii) Strengthen the coordination and mobilization of financial and technical resources, systematic resource mobilization.
- (iv) Create a resource mobilization office with staff to oversee the resource mobilization function.
- (v) Broaden the resource channels by exploring the alternative sources of funding.



- (vi) Establish a Resource Mobilizations Committee with a mandate to support procedures and processes necessary to implement resource mobilization activities at EASTECO and to coordinate and oversee the Secretariat's efforts in obtaining resources;
- (vii) Enhance commitment to dialogue, coordination and information sharing with the International Development Partners to provide increased support while maintaining the leadership and ownership of the process.
- (viii) Utilize the EASTECO Governing Board members for resource mobilization
- (ix) Engage Partner States and key stakeholders for resource mobilization initiatives

The Executive Secretary should prepare periodic annual monitoring reports on the implementation of the strategy for resource mobilization, for consideration by the Governing Board, and promote exchange of experience and good practice in financing for EASTECO Strategic Plan.

EASTECO Secretariat shall put in place effective resources management innovations that would best manage resources.

EASTECO shall strengthen its technical leadership for resource management, focusing on the enhancement of its institutional structure to enable it to effectively backstop the multitude of planning and operational demands. EASTECO shall facilitate and strengthen policy dialogue; establishing closer internal collaboration; guiding the development partners input into the Strategic plan formulation and implementation processes; and harmonization of procedures.



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