

CUSTOMS  
EAC goes for a Single  
Customs Territory

EAC BUDGET  
The Common Market is the  
focus for 2011/12

COMMENTARY  
Where universities meet  
regional integration

STRATEGY  
The region responds to  
climate change



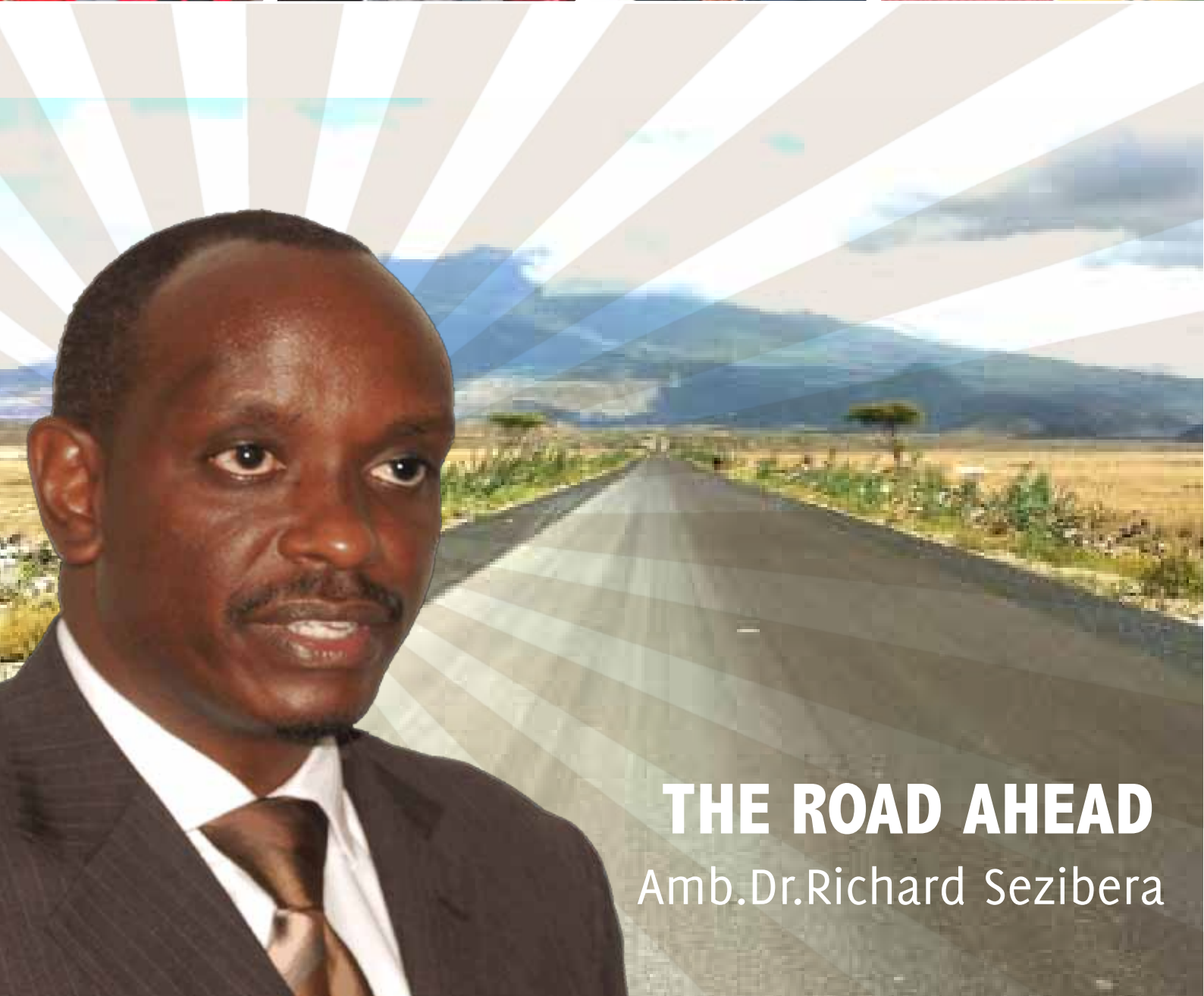
# THE COMMUNITY

ONE PEOPLE. ONE DESTINY

THE OFFICIAL MAGAZINE OF THE EAC

ISSUE 14

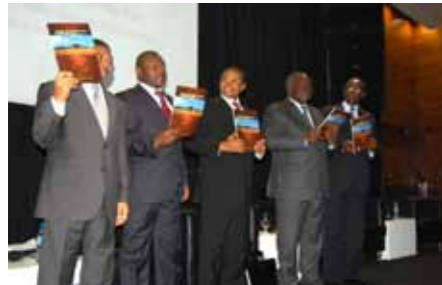
JULY 2011



## THE ROAD AHEAD

Amb. Dr. Richard Sezibera

## CONTENTS



3. EDITORIAL
  - From the SG
4. AROUND THE COMMUNITY
  - EADB In Housing Partnership
  - Friends of EAC Extend Boost
  - IUCEA Launches Quality Assurance Handbook
  - \$108m to Counter Pollution in Lake Victoria Basin
  - TMEA's SWIFT Plan to Spur Trade
  - EAC and GIZ Train Journalists
6. AWARDS
  - And the winner is...
7. CUSTOMS
  - Thinking Single Customs Territory
8. PROFILES
  - Suave, Unassuming, Tech-savvy... Meet the New Secretary General
  - Summit Appoints Deputy Secretary General, EACJ Judge
10. EAC SYMPOSIUM
  - Taking EAC into the Next Decade
  - Talk to the EAC
  - New on Our Portal
12. PICTORIAL
  - EAC in Pictures
14. HOUSE BUSINESS
  - Spotlight on Common Market in 2011/12 EAC Budget
16. IN FOCUS
  - From Landlocked to Land-linked
18. FOOD SECURITY
  - EAC's Plan to Counter Food Insecurity
20. POLICY AND STRATEGY
  - The Region's Blueprint for Tackling Climate Change
22. Q&A
  - 'Common Market Heightens Urgency for Strengthening Social Sectors'
24. COMMENTARY
  - Universities and Integration: The Connection
26. CRASH COURSE
  - Airborne? CASSOA Has You Covered
27. EXTRAS
  - EAC Crossword

ONE PEOPLE. ONE DESTINY

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## EDITORIAL

# FROM THE SG

I take this opportunity of my first writing in *THE COMMUNITY* magazine to record my appreciation to the Heads of State for appointing me as Secretary General of the East African Community. This is a great honour and I am determined to devote my energy to the service of the people of East Africa. I would also like to pay tribute to my predecessors who have laid a strong foundation for the Community. I thank all East Africans and our development partners for the confidence they have expressed in the EAC. I shall bank on their continued commitment and support.

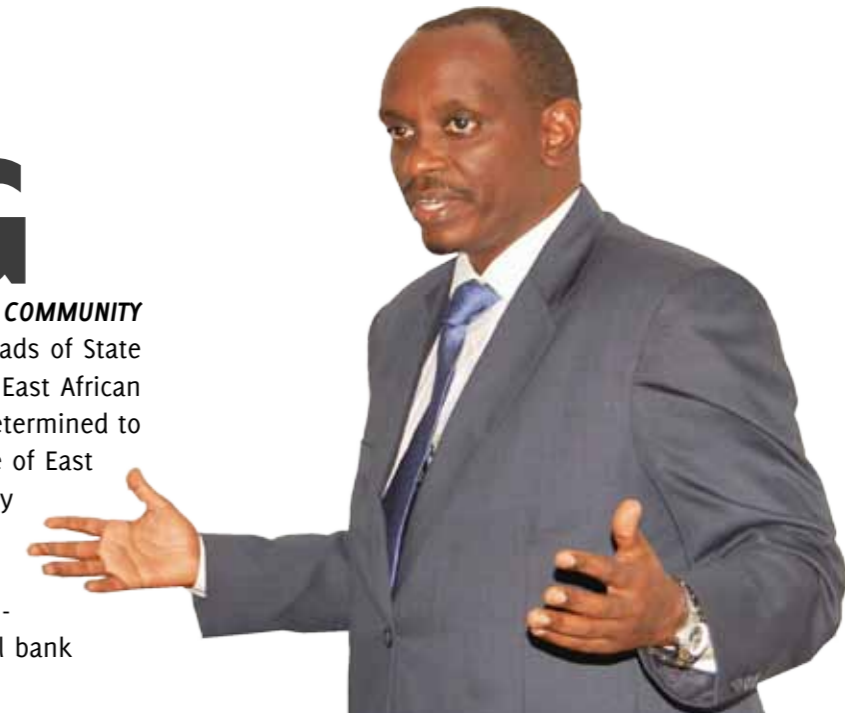
Our agenda is to sustain the momentum in the EAC integration process while prioritising the consolidation of the Customs Union, including the establishment of the Single Customs Territory. As regards the Common Market, there is need to put the necessary legal and operational frameworks in place and closely monitor progress. The Common Market Protocol needs to be implemented so that the people of East Africa can reap the benefits thereof.

We remain committed to concluding the Monetary Union Protocol in 2012, and at the same time continuing our march towards the Political Federation. Also of great importance will be our participation in the COMESA-EAC-SADC Grand Free Trade Area initiative.

For our region to be competitive globally, regional infrastructure development and the process of elimination of Non Tariff Barriers have to be accelerated. We shall carry on with the joint promotion of investments and trade, while agricultural development and food security will be a centrepiece of the regional programme following adoption and prioritisation of the EAC Food Security Action Plan and the EAC Climate Change Policy.

We shall also address the serious deficits in energy, place a major focus on the development of the Lake Victoria and other basins, while emphasising the social development dimensions of regional integration and co-operation in political affairs.

Our 4th Development Strategy (2011-2016) is currently being completed. The Strategy contains ambitious plans to



AMB. DR. RICHARD SEZIBERA  
EAC SECRETARY GENERAL

implement various significant master plans, including Industrial Development, Energy, Railways and Roads, Agriculture and Food Security, whose successful implementation would trigger major transformation of the region's economy.

An important challenge relates to strengthening popular participation behind the integration process. During my term, I intend to place great emphasis on people empowerment and involvement. This shall be underpinned by reinforcement of a common East African identity. The Community should be seen and felt to work for the people, in terms of improving their welfare and wellbeing, including creation of employment, generation of wealth, and realisation of social justice for all.

In many ways, the people of East Africa have moved faster than decision makers in the integration process. Businesspeople, students, workers and ordinary citizens desire to be free to move and pursue opportunities within the region. We need to support and facilitate them.

I believe that with the right commitment and determination to actualise our various protocols, projects and programmes, we can, within 5 years, realise and demonstrate a dramatic economic upturn. We find ourselves today at the threshold of a new era. We should, therefore, understand why it should not, and will not, be business as usual going forward. 🇰🇪




East African Development Bank Director General Vivienne Yeda Apopo and Housing Finance CEO Frank Ireri sign the mortgage deal

## EADB IN HOUSING PARTNERSHIP

The East African Development Bank (EADB) is set to co-finance large scale real estate projects in Kenya after signing an agreement with mortgage financier, Housing Finance. The agreement signed at the end of February will see the two financial institutions jointly finance projects to the tune of \$5.8 million.

The agreement was signed by the Director General of the EADB, Ms Vivienne Yeda Apopo, and the Managing Director of Housing Finance, Mr. Frank Ireri at a ceremony held at the HF office in Nairobi on 22 February 2011.

Speaking at the function the Director General of the EADB Ms Apopo said: "With more than four decades of involvement in all sectors of the economy in the region, EADB is uniquely positioned to partner with Housing Finance in providing housing and construction finance solutions to support provision of decent housing to a wider cross-section of society in Kenya."

Ms. Apopo added that the provision of adequate housing is a prerequisite to the achievement of the UN Millennium Development Goals (MDGs) and sustainable economic development. 



From left: Dr. Njagu, EAC Principal Resource Mobilisation Officer, Ms. Habel, Fund Chairperson and Dr. Rotich, EAC DSG (Finance and Administration)


## FRIENDS OF EAC EXTEND BOOST

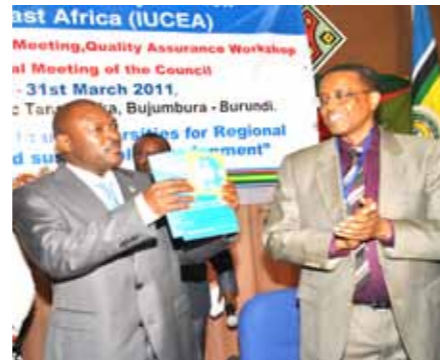
The East African Community's Development Partners, also known as Friends of EAC, have confirmed funding commitments worth over \$5 million for the Financial Year 2011/2012.

The Development Partners reaffirmed their desire to support the EAC Partnership Fund with pledges of \$1.3 million (DFID-UK), \$1 million (Germany), \$5 million over 2 years (Denmark) and \$1.3 million (Finland) at a 14 June PFSC meeting.

The meeting was convened to approve work plans for Partnership Fund-supported activities for 2011/12, approve new regulations for the Fund and reconfirm the Development Partners pledges for the next Financial Year.

EAC Deputy Secretary General (Finance and Administration) Dr. Julius Rotich thanked the Development Partners for their continued support and cooperation and welcomed the new chair from Germany Ms. Gisela Habel.

The Partnership Fund Steering Committee approved a budget of USD 6,175,000 for the FY 2011/12 that EAC Principal Resource Mobilisation Officer Dr. James Njagu presented. 




H.E. President Pierre Nkurunziza launches Volume 1 and 2 of the Quality Assurance Handbook as Prof. Silas Lwakabamba looks on.

## IUCEA LAUNCHES QUALITY ASSURANCE HANDBOOK

The Inter-University Council for East Africa in March launched a Quality Assurance Handbook as part of a quality assurance initiative to enhance the quality of higher education across the region and to promote a harmonised quality assurance system.

H.E. President Pierre Nkurunziza launched Volume 1 and 2 of the Handbook during IUCEA's Second Annual Meeting held in Bujumbura, Burundi. It forms the basis for the establishment of an East African Higher Education Quality Assurance System, which will ensure compatibility of the quality of university education within and among East African universities.

The handbook is a joint publication by IUCEA, Commission for Higher Education, Kenya, Tanzania Commission for Universities and National Council for Higher Education, Uganda, with support from German Academic Exchange Services (DAAD) and Germany Rectors Conferences (HRK).

IUCEA facilitates contact between the universities of East Africa, providing a forum for discussion, among other roles. 




Amb. Mwapachu and ADB's James Opio-Omoding during the signing ceremony

## \$108M TO COUNTER POLLUTION IN LAKE VICTORIA BASIN

The EAC in April signed a Grant Agreement worth \$108 million with the African Development Fund to finance a project to improve sanitation in the Lake Victoria basin. The Agreement signed by EAC Secretary General Amb. Juma Mwapachu and James Opio-Omoding of the African Development Bank signals the commencement of the second phase of the Lake Victoria Water and Sanitation (LVWATSAN) Programme.

The development objective of the LVWATSAN Programme is to contribute to the improvement of the livelihoods and health of communities in the Basin, through the reversal of pollution of the lake through improvements in sustainable water supply and sanitation infrastructure.

EAC Partner States are contributing \$13 million to the initiative, which also seeks to demonstrate that the Millennium Development Goal on ensuring Environmental Sustainability can be achieved in a relatively short timeframe and that investments can be sustained over the long term by effectively integrating physical infrastructure works, training and capacity building into a balanced and cohesive programme. 




First Deputy Prime Minister and Minister for East African Affairs, Uganda, Rt Hon. Eriya Kategaya (right) with Trademark East Africa CEO Mr. Frank Mtsaert

## TMEA'S SWIFT PLAN TO SPUR TRADE

Trademark East Africa (TMEA) has embarked on a project to facilitate cross-border traders in the region to access, apply for and submit regulatory documents at a single location.

The Single Window Information for Trade (SWIFT) is a trade facilitation concept whose implementation allows traders to submit documents such as customs declarations, applications for import and export permits, certificates of origin and trading invoices.

As part of this initiative, TMEA is working with smaller government agencies and the private sector to upgrade internal systems and set up information portals for high priority value chains at a single location enabling easier access to information for end users. Implementation is ongoing with freight forwarders, shippers, phyto-sanitary agencies and Bureaux of Standards.

It is expected that the SWIFT will lead to increased efficiency through time and cost savings for traders clearing their goods across borders while promoting better transparency and accountability in transit operations, through the utilisation of existing IT systems to monitor the entry and exit of the transit goods. 




EAC Secretary General, Amb. Dr. Richard Sezibera with EAC GIZ Advisor Mr. Wolfgang Leidig at the 2nd EAC Symposium in April in Arusha

## EAC AND GIZ TRAIN JOURNALISTS

The EAC Secretariat and the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) in April partnered to conduct the first-ever training of journalists in the EAC on Reporting on Regional Integration, held in Arusha, Tanzania.

The one-week training brought together 25 journalists, with five selected from each of the EAC Partner States. The journalists underwent intensive training on regional integration reporting drawing from the East African Community experience.

Opening the training programme, Secretary General Amb. Juma Mwapachu commended the GIZ Division of Promotion of Democracy/Administrative Reforms and the International Institute for Journalism in Berlin for their sterling work in heeding to EAC's call for support in capacity building for journalists in the region.

He said the Secretariat viewed the training as a true record of social responsibility on the part of the two organisations and as an avenue to establish a critical mass of journalists specialising in EAC matters thus improving the quality of reporting on integration issues. 

## AND THE WINNER IS...



Participants at the 4th East African Media Summit held at Hilton Hotel in Nairobi in March.

The stage was set. The music measured, the audience gathered. With bated breath they waited. EAC and the East African Business Council had reserved this evening to fete journalists who had excelled in reporting the EAC integration. And now, East Africa was ready. In the plush setting of the Nairobi Hilton, George Omondi emerged with the honour. Of East Africa's finest.

The *Business Daily* (Kenya) writer was selected winner of the Secretary General Award, the prime gong at the inaugural East African Media Awards gala, organised by the EAC and the EABC.

That success capped a memorable night for Mr Omondi, who also picked up the prize for the best reporter in the Business category, bagging the EABC Chairman's Award.

Dorothy Nakaweesi and Walter Wafula of the *Daily Monitor* (Uganda) were the joint pick for the Umoja Award, given for the best entry in General reporting on regional integration, while Uganda Broadcasting Corporation Radio's Barbara Namisango took home the Green Award for the best entry in the Environment category.

The East African Media Awards are intended to be an annual event, with the objective of reinforcing the critical role of the media in East Africa in moving forward the agenda of EAC integration; and to reward, recognise and encourage journalistic talent across all media disciplines in the various aspects of regional cooperation.

The inaugural edition of the Awards attracted a total of 88 entries and drew participation from Kenya, Uganda, Tanzania and Rwanda.



## THINKING SINGLE CUSTOMS TERRITORY



Over the last one year, the subject has gained traction, with the EAC Heads of State at their April 2011 Summit directing the Council of Ministers to undertake further studies on the attainment of the proposed Single Customs Territory and report back at the next Summit in November this year.

### How a Single Customs Territory works

To work effectively, a Single Customs Territory requires, among others, a common legal framework; circulation of goods with minimal or no border controls and common systems and procedures among constituent states.

It also calls for an institutional framework that is unified at territorial level or with inter-linked sub-territorial

You would think that with a functioning Customs Union, the EAC's technocrats would be exchanging high-fives and toasting in self-congratulation.

After all, trade performance trends indicate that between 2005 and 2009, intra-EAC trade grew by 40 percent, revenues shot to nearly \$3 billion and even if still encumbered with imperfections, the EAC (its Customs Union included) is lauded as "the model" regional integration project on the continent.

Yet EAC won't be resting on its laurels. At least not for now. The focus has turned to the attainment of a Single Customs Territory, an integral part of a fully-fledged Customs Union that the EAC embraced in January 2010.

The subject was first broached in the EAC's highest echelons by President Jakaya Kikwete when delivering the State of the East African Community Address in May 2010.

According to (then) Summit Chairman President Kikwete, a Single Customs Territory where duties for imported goods are paid at the port of entry would help to curb tax evasion by unscrupulous importers who misrepresent imports as transit goods only to off-load them mid-journey.

customs administrations (for example through the establishment of an East African Customs Authority); harmonised tax regimes on cross-border trade; non-application of Rules of Origin; and an agreed mechanism for collecting and sharing Customs revenues.

### Getting it off the ground

The EAC Secretariat is planning a study on the attainment of a Single Customs Territory and that study is expected to focus on elements that are identified as key for the implementation of the Single Customs Territory, such as a regional revenue management system, treatment of domestic taxes, free circulation of goods, ICT interconnectivity and addressing overlapping memberships to various regional economic communities.

The study is also expected to guide the EAC on the ideal model for a Single Customs Territory, taking into account the subsequent integration stages and experiences of existing single Customs territories.

For more information visit <http://www.eac.int/customs>

**A Single Customs Territory where duties for imported goods are paid at the port of entry would help to curb tax evasion – President Kikwete.**

## SUAVE, UNASSUMING, TECH-SAVVY... MEET THE NEW SECRETARY GENERAL

**Dr Richard Sezibera** takes temporary leave of his iPad, caressing his smartphone as he shares with the audience the fruits of his latest foray into blogosphere. He has just received a response to a post he made minutes earlier on his Twitter account. The subject is the 2nd EAC Symposium, the first piece of business he has had to attend to in an official capacity as the new EAC Secretary General.

A week earlier, at the 19 April 2011 EAC Heads of State Summit in Dar es Salaam where Dr Sezibera was sworn in, outgoing Secretary General Amb. Juma Mwapachu had paid tribute to his replacement as a man with "the youth, the temperament, the intellect, the diplomatic etiquette, a world view and excellent interpersonal skills to move the EAC to greater heights".

Here he was, iPad at hand, providing a timely reminder of the youth Amb. Mwapachu had described.

There is no doubt the new Secretary General represents a new

generation. But be not deceived. Disguised by an unassuming disposition is a noteworthy pedigree this trained medical doctor possesses.

At 47, Dr Sezibera has already served as his country's ambassador to Washington, worked as a senior presidential aide and most recently, was Rwanda's Minister for Health. To boot, he is at home with affairs regional integration, as he was a key member of the team that negotiated Rwanda's entry into the EAC.

### Vision for the Community

Little wonder he speaks so passionately about making the integration meaningful for the ordinary East African.

"It's not about ourselves... It's about that man or that woman who wants to move freely within our Community and feel East African.

"It's about that student who wants to get opportunities to study and make something of themselves in any institution of learning in East Africa...

"It's about that truck driver who wants to be sure that their truck will move unhindered along our roads...

"It's about that fisherman who wants security on the lake and to make sure his fish gets to the market..." he impresses upon staff in his maiden address at the Secretariat.

It's also very much about making the Common Market work, delivering the Monetary Union, the third pillar of the EAC integration, realising a Single Customs Territory, developing regional infrastructure and promoting citizen involvement in the integration; five priority areas Dr Sezibera has identified within the broader context of implementing the EAC Treaty and its attendant Protocols.

### A complete East African

The Secretary General is also keen to see East Africans, from the private sector to civil society to

women and the youth, actively involved in what he describes as "our exciting journey of integration". And his connection with the region's *mwananchi* is well-founded. Dr Sezibera is as consummate an East African as you will find. So East African, he struggles to answer what for most would be a straightforward question: where are you from?

"People keep asking me: where were you born?"

"That's a very difficult question for me to answer," he labours.

Why, the Secretary General spent his early years in Burundi before moving to Uganda, where he earned his degree in Medicine and Surgery at Makerere University. And he only ended up at Uganda's premium university because civil unrest in Kenya at the time inspired a change of heart about joining University of Nairobi. But sandwiched between his journey from Burundi to Uganda is a sojourn at Biharamulo in Tanzania.

That regional odyssey should, in part, explain his lin-



guistic prowess. Fluent in all the official languages used in the EAC Partner States, the Secretary General would be as much at home in Mbeya as he would be in Jinja, Nakuru, Gitega or Gisenyi.

Dr Sezibera will be expected to deploy his full range of linguistic talents when articulating the vision of the Community in his interactions with East Africans. For his staff, his proposed route to success revolves around three basic pillars: focus, facts and figures. These, the Secretary General counsels, are to be allied to coordination and communication. And, time. Yes, for Dr Sezibera, a watch is more than just a fashion accessory.🇰🇪

## SUMMIT APPOINTS DEPUTY SECRETARY GENERAL, EACJ JUDGE



### Dr Bukuku is new DSG for Planning and Infrastructure

The Summit on 19 April 2011 appointed Dr Enos Bukuku the Deputy Secretary General for Planning and Infrastructure. Dr Bukuku replaces Mr Alloys Mutabingwa whose tenure came to an end when Rwanda relinquished its Deputy Secretary General slot following the appointment of Dr. Sezibera as Secretary General.

Dr Bukuku joins the EAC from the Bank of Tanzania, where he was the Deputy Bank Governor, in charge of Economic & Financial Policies.

As Deputy Secretary General he is charged with steering the negotiations for the East African Monetary Union.🇰🇪



### Justice Lenaola joins the bench at EA Court of Justice

Honourable Mr Justice Isaac Lenaola was appointed a Judge of the East African Court of Justice effective 1 July 2011. The Judge's appointment was announced at the 9th Extraordinary Summit of EAC Heads of State held in Dar es Salaam in April this year, where he was sworn in along with the new Secretary General and Deputy Secretary General (Planning & Infrastructure).

Prior to his appointment Hon. Mr. Justice Lenaola was a Judge of the High Court of Kenya and had served on the Bench since October 2003. He was the resident Judge in Kakamega. Hon. Mr. Justice Lenaola replaces retired Hon. Mr. Justice Benjamin Kubo.🇰🇪

# TAKING EAC INTO THE NEXT DECADE



EAC Deputy Secretary General Dr Julius Rotich speaks during the opening of the 2nd EAC Symposium held in Arusha in April

The East African Community held the 2nd EAC Symposium in Arusha 28-29 April 2011 on the theme “Agenda for EAC’s Second Decade, (2011-2020); Lessons Learnt and Forward Looking Strategies”.

Leading representatives of Government, Civil Society, Academia, Business Community and the Media from the EAC Partner States; as well as invited participants from other Regional Economic Communities and development partners were in attendance.

Chief among the concerns of the Symposium was to identify the key drivers for the Community in the next decade.

Below are highlights of some of the key issues identified:

### AWARENESS CREATION

It is important for the EAC, moving forward, to forge deeper awareness creation and building in the East African society about the costs and benefits of integration.

Regional integration being primarily a political process, awareness creation has to be part of the national political process.

Leaders across the board, be they in business, in civil society or in academia, are part of the political leader-

ship and have as much of a role to play in this work of awareness promotion as top public officials.

### RESEARCH & PLANNING

Research and planning constitute the pillars for strategic direction, and aid-monitoring and evaluation. To improve the management of EAC’s programmes and projects, it is important for the Community to create a research framework at a regional level.

### FINANCIAL RESOURCES

More than half (52%) of the EAC budget is supported by donors -- a situation that is not sustainable. Moving forward, the EAC Partner States will need to take greater responsibility for EAC’s finances.

Partner States may have to quickly move away from the present equal budget contributions to other funding systems that are more equitable but robust enough to ensure adequate resources for the EAC.

Getting the EAC Development Fund going is important as is the need to reform the East African Development Bank to make it a truly EAC bank, both measures in the spirit of assuring the EAC the financial wherewithal to better and more sustainably finance its projects and programmes.

### INSTITUTIONS MATTER

The African continent has witnessed emerging trends in democratic reversals, which suggests that enhancing regional institutions is an imperative. Size, resources and growth are not enough.

### EDUCATION

There needs to be harmonisation of the different education systems of the Partner States in order to entrench regionalism rather than nationalism.

### CIVIL SOCIETY

Could civil society become a more effective player in the integration process if involved in these 3 stages: planning/agenda-setting; implementation and monitoring compliance?

### QUOTED

*Regional integration is perhaps the greatest social movement of our time. Our objective in this crucial period is to deepen awareness, appreciation and all inclusive participation of our people. Integration is too important to be left to the experts and bureaucrats alone – Secretary General Amb. Dr. Richard Sezibera*

All excerpts from papers/presentations at the 2nd EAC Symposium.



# TALK TO THE EAC

Find us on: **facebook**

...EA Monetary Union...

**Lenny Van de Ven** I think it's a good thing! Next step in building an East African Community. Will have positive effects on both trading and tourism  
June 3 at 9:46am via Facebook Mobile · Like

**Arsene Mugenzi** The monetary union is all we need to make real our goal of EAC Federation, to attend prosperity, but I think there's no need to hurry. Make sure that the customs' union and the common market protocol are good applied. Apart from that all the national banks have to make the same monetary policy.  
June 18 at 1:01am · Like

...EAC Anthem...

**Andrew Othieno** Indeed, simplicity is the ultimate sophistication. The words of this beautiful anthem are very simple yet they purposefully bring together five nations and millions of people in a very strong way; as they work - hand in hand and side by side - towards specific and mutually accepted goals! Fellow East Africans; please spare a few minutes to listen to this anthem, contemplate the message, and simply enjoy it with pride and pleasure. --"JUMUIYA Y'AFRIKA MASHARIKI".  
June 20 at 12:12am · Like · 1 person

**Kimowa Richard** Sounds good but I need to learn Swahili to really appreciate the content!  
June 21 at 11:34am · Like

twitter

**rsezibera** Richard Sezibera  
What would it take for people to feel East African?  
28 Apr

**IreneVictorian** Irene Victoria N  
@rsezibera If we cross EA borders using IDs, if we trade without barriers, if we finally get to use the same currency...we'll be good to go!  
8 May

# NEW ON OUR PORTAL



For protocols and gazettes go to: [www.eac.int/legal](http://www.eac.int/legal)





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10



3



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14

- 1. **SHILLINGS & CENTS:** Kenya's Assistant Minister for EAC, Hon. Peter Munya (left) arrives at the East African Legislative Assembly to present the EAC Budget Estimates for the 2011/12 Financial Year.
- 2. **GOING GREEN:** Hon. Kate Kamba, EALA Member, plants a tree at Nadosoito Primary School, Terrat Ward, South East of Arusha on 23 May 2011 as part of EALA's 10th Anniversary celebrations.
- 3. **HONGERA:** H.E. Pierre Nkurunziza, President of the Republic of Burundi and Chairperson of the EAC Summit holds aloft the EALA magazine, Bunge La Afrika Mashariki after officiating at its launch in Kigali, Rwanda on 5 April 2011.
- 4. **ALL RISE:** EALA during a Special Sitting held as part of the Assembly's 10th Anniversary celebrations.
- 5. **GOOD TO SEE YOU:** President Jakaya Kikwete has a light moment with Ministers Hon. Chirau Mwakwere (Kenya), Hon. Prof. Hellen Sambili (Kenya), Hon. Samuel Sitta (Tanzania), Hon. Prof. George Saitoti (Kenya). Looking (from right) is Amb. Mutinda Mutiso, Kenya's High Commissioner to the United Republic of Tanzania.
- 6. **IS THIS YOU?** EAC Deputy Secretaries General, Dr Julius Rotich and Mr. Jean Claude Nsengiyumva admire a copy of *The Community* magazine.
- 7. **GOOD JOB BALOZI:** Amb. Juma Mwapachu, immediate past Secretary General receives a gift from the current Secretary General, Amb. Dr. Richard Sezibera during a farewell party in honour of the former held in Arusha in June.
- 8. **WELL DONE:** Amb. Dr. Sezibera presents a gift to Mr. Alloys Mutabingwa, former Deputy Secretary General (Planning & Infrastructure).
- 9. **ONE FOR YOU TOO:** Mr. Henry Jabbo-Obbo, Amb. Mwapachu's former *Chef-de-Cabinet* also receives his token from the EAC Secretary General, Amb. Dr. Sezibera
- 10. **THE TEAM:** The new EAC Secretary General (seated sixth from left) with EAC Staff.
- 11. The 9th Heads of State Summit held in Dar in April this year.
- 12. **UNITED:** EALA Members with H.E. President Paul Kagame participate in community work (Umuganda) as part of a drive to eradicate grass-thatched (Nyakatsi) houses in Rwanda.
- 13. EAC Deputy Secretary General, Political Federation, Hon. Beatrice Kiraso (center) shares a light moment with colleagues.
- 14. **MEDIA TALK:** Mr. Jenerali Ulimwengu, Chairman of Raia Mweema listens keenly as Ms. Jamburi Mwayyombo, BBC Correspondent, makes a point during the 4th EA Media Summit.

# SPOTLIGHT ON COMMON MARKET IN 2011/12 EAC BUDGET

In May, Kenya's Assistant Minister for EAC, Hon. Peter Munya on behalf of the Chairperson of the Council of Ministers presented to the East African Legislative Assembly the EAC Budget Estimates for the 2011/12 Financial Year, totaling \$109, 680,319, up 41% on last year's approved Budget.

With the chosen theme of *Implementation of the Common Market and Laying the Foundation for a Monetary Union*, the EAC was making clear its focus of actualising the second stage of the integration process while setting the stage for the bloc's progression into the third, during the next Financial Year.

THE COMMUNITY was in attendance at the Fifth Meeting of the Fourth Session of the Assembly, during which the Budget Estimates were presented at the EALA Chambers in Arusha. Here are the highlights:

**BUDGET ALLOCATED TO EAC ORGANS AND INSTITUTIONS:**

- East African Community Secretariat** \$50,220,383
- East African Legislative Assembly** \$11,679,682
- East African Court of Justice** \$3,289,104
- Lake Victoria Basin Commission** \$44,491,150

\*Budget estimates for the Inter-University Council for East Africa (IUCEA) amounting to \$12,444,241 tabled separately for approval. This emanates from the IUCEA's amended legal instrument which gives the Institution provision to bring independent estimates to the Assembly for debate and approval.



## PRIORITY ALLOCATIONS FOR THE NEXT THREE YEARS

- Expansion of Regional Infrastructure Facilities**  
\$9, 423,390
- Promotion of Regional and Multi-lateral Trade**  
\$3,102,500
- Enhancing EAC Visibility**  
\$1,564,190
- Promotion of Sustainable Use of Environment and Natural Resources, Tourism & Wildlife Conservation**  
\$42,504,445
- Implementation of Industrialisation, Investment Promotion, and Private Sector Development Strategies**  
\$169,990
- Implementation of EAC Common Market Protocol**  
\$10, 274, 605
- Conclusion of the EAC Monetary Union Protocol**  
\$1,604,010
- Deepening Co-operation in Defence, Security and Political Matters**  
\$1,634, 135
- Implementation of the EAC Institutional Review Recommendations and Capacity Building**  
\$3,851,188
- Promotion of Agriculture and Food Security and implementation of Climate Change Action Plan**  
\$604,260

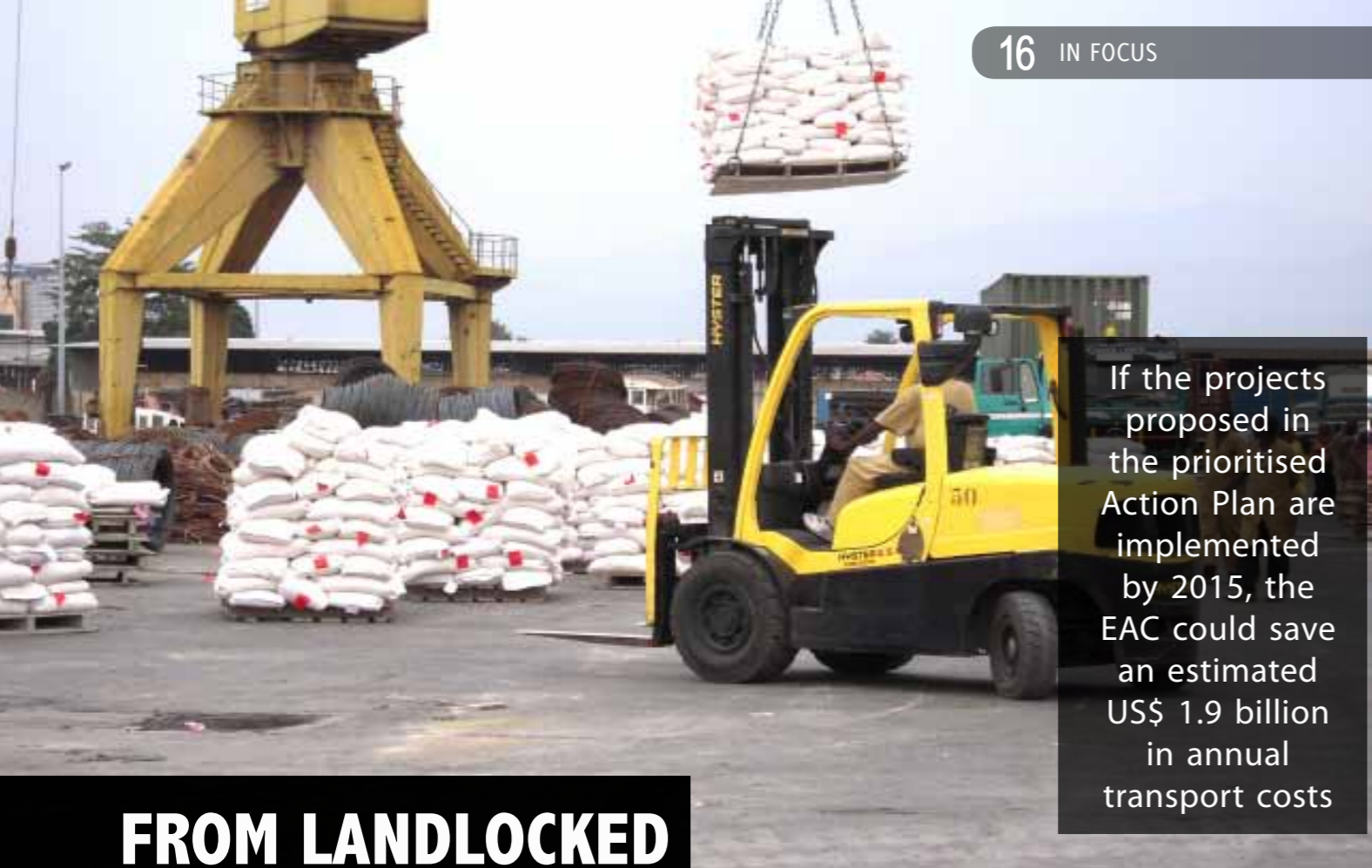
*“There is need to reward the timely and swift adoption and launching of the Common Market Protocol with equally swift and effective implementation”*

Budget Speech 2011/12

**THE FIGURES**

<b>Personnel Emoluments</b>	\$20.6m	(18%)
<b>Recurrent Expenditure</b>	\$15.9m	(15%)
<b>Development Expenditure</b>	\$73.0m	(67%)
<b>Total Budget Estimates</b>	\$109.6m	

The Budget Speech is available for download at <http://www.eac.int/news>



If the projects proposed in the prioritised Action Plan are implemented by 2015, the EAC could save an estimated US\$ 1.9 billion in annual transport costs

## FROM LANDLOCKED TO LAND-LINKED

Inadequate physical infrastructure and transport sector inefficiencies hurt business and East Africa knows firsthand. Its transport corridors are characterised by long transit times and high cost, freight costs per kilometre are more than 50% higher than costs in the USA and Europe, and for the landlocked countries, of which three out of five EAC Partner States are, transport costs can be as high as 75% of the value of exports.

That should explain why EAC, in concert with the COMESA and SADC blocs, has devised a plan that presents a practical roadmap for improving the performance of the Northern and Central Corridors.

The Heads of State of the Tripartite Framework – COMESA, EAC and SADC – recognising the importance of lowering transport costs along Africa's transport corridors directed the formulation of an explicit plan to mobilise action and resources from the regional and international communities.

In March 2009, regional stakeholders answering the Tripartite's call agreed to carry out a comprehensive Corridor Diagnostic Study (CDS) with funding from the U.S. Agency for International Development and the UK Department for International Development.

Two years later, the region has crafted an Action Plan whose proposals promise a transformation of previously landlocked nations into land-linked states. The Action Plan presents prioritised infrastructure and operational projects for the Northern and Central corridors, the former anchored by the port of Mombasa in Kenya, and the latter anchored by the port of Dar es Salaam in Tanzania.

### Prime benefits

The goal is to remove the transport logistics impediments identified, with the ultimate objective of developing an efficient regional transport system.

The ultimate benefit will be the reduction the prohibitively high transport costs which would in turn catalyse and facilitate trade expansion and investment and consequently, lead to more jobs, increase trade and enhanced prosperity for millions of East Africans.

According to CDS consultants Nathan Associates, if the projects proposed in the prioritised Action Plan are implemented by 2015, the EAC could save an estimated US\$ 1.9 billion in annual transport costs; an average cost reduction of 28 percent. Shipping times are also forecast to reduce by half.

### Priority projects

The recommended priority infrastructure projects, spanning road, rail and water transport sectors, include construction of over 1,000 kilometres of roads in Burundi, Kenya and Tanzania, revival/upgrade of railway facilities in Kenya, Tanzania and Uganda, and improvement of port facilities at Mombasa and Dar es Salaam. These are estimated to cost \$1.8 billion, of which the CDS affirms \$1.2 billion has already been committed.

Prioritised operations projects include establishment of a regional railway safety regulator, improving efficiency in Customs clearances and Information Technology systems, harmonising transport policies, enhancement of safe navigation on lakes and implementation of One Stop Border Posts, among others.

The priority operational interventions have been costed at \$23 million dollars.

The projects in both categories were selected on criteria that included the estimated impact in improving corridor performance in terms of price, time and reliability; estimated economic impact as measured by the economic internal rate of return and; readiness for implementation in the near-term.

The consultants however counsel that the promise of significant savings through corridor development cannot be achieved without the political support, investment partnerships between the public and private sectors, and regional integration and harmonisation of trade and transport policies.

### What next

The Action Plan, following validation from various regional stakeholders,

will be presented to a regional ministerial meeting for approval and submission to the Tripartite. It is envisaged that the Plan will guide consensus building among national and regional institutions/stakeholders on roles and responsibilities within the overall corridor improvement effort, with a view to packaging the recommended short-term horizon priority projects that would be marketed at a planned Regional Investor Conference slated for September 2011.

### POTENTIAL BENEFITS

On the Northern Corridor, fully implementing the Action Plan would:

- Decrease the price of road transport by 25%
- Decrease the price of rail transport by 11-14%
- Reduce the time of shipping by road by 21-33%
- Reduce the time of shipping by rail by an average reduction of 53%

On the Central Corridor, fully implementing the Action Plan would:

- Decrease the price of road transport by 9-11%
- Decrease the price of rail or rail/lake transport by 30-36%
- Reduce the time of shipping overall by 40-50%

<http://www.eastafricancorridors.org>



Key priority actions to be undertaken include designing an enabling policy, legal and institutional framework to spur a harmonised approach by Partner States

## EAC'S PLAN TO COUNTER FOOD INSECURITY

The contradiction couldn't be more striking: A region blessed with a huge potential to produce sufficient food to feed itself, yet frequently affected by food shortages and pockets of hunger.

What is not in dispute is the fact that the EAC region is adequately endowed to produce volumes of food to amply cater for both regional consumption and export of surplus to world markets. Nevertheless, for years an opportunity has manifested as a challenge, owing in part to inadequate food exchange or trade between places of abundant harvest and those with deficit, and high variability in production owing to high variability of weather.

Now the Community is moving to reverse this situation. Through the EAC Food Security Action Plan (2011-2015) and the EAC Climate Change Policy approved for implementation by the 9th Extraordinary Summit of EAC Heads of State, the region is set to embark on a number of priority interventions that are ultimately expected to improve food availability, access and stability of supply.

To get going, key priority actions to be undertaken include designing an enabling policy, legal and institutional framework which will in turn spur the creation of a harmonised approach for enhancement of food security in the East African region over the next five years. This will include the application of the EAC Sanitary and Phytosanitary (SPS) Protocol and the establishment of a regional mechanism for management of strategic food reserve by 2012.

The Action Plan also outlines plans to increase food availability in sufficient quantity and quality by increasing crop, livestock and fisheries productivity by improving technology, using inputs that are adaptive to climate change impacts and scaling up use of water for agricultural production.

To ensure that food is effectively sourced from areas of surplus to areas of deficit, the EAC plans to up its intra-regional trade share in the food products market from the current 10% to 30% by 2015, while also deliberately improving exploitation of non-conventional sources of food supply from crop, livestock, marine

and fisheries, and forestry systems.

According to the blueprint, improved physical access to food is to be achieved through improvements of market and transport infrastructure, to be realised through construction of feeder roads in areas with high production potential, as well as construction of storage facilities.

Estimated to cost \$43 billion over a five-year period, the Action Plan is to be implemented by Partner States' Ministries responsible for Agriculture, Food Security, and respective sector Ministries, with the EAC Secretariat co-ordinating the implementation of joint programmes.

As part of the Plan, the region aims to put in place a structured trading system for food commodities and products which will be hinged on the establishment of an effective and efficient Warehouse Receipt System (WRS) over the next five years, backed by an efficient regional commodity exchange and an increase in contract farming and out-grower schemes.



The Action Plan further proposes improving capacity for emergency preparedness and adaptation to climate change impacts in order to improve stability of food supply and access in the region as well as enhancement of nutrition and food safety.

It is expected that the Plan will be financed with resources from sources including the EAC Partner States, Development Partners, the Climate Change Adaptation Fund, private investors, and financial institutions such as commercial banks, development finance institutions and micro-finance facilities.

The EAC Food Security Action Plan will be implemented in tandem with EAC's Climate Change Policy, a course informed by the recognition that food insecurity is likely to be exacerbated by climate change.

Climate change is a challenge that must be addressed urgently. Its adverse impacts on social, ecological and economic systems in almost all sectors of the economy pose a big threat to the livelihoods of people.

Severe perennial droughts, recurrent floods linked to extreme weather phenomena of El Nino and La Nina are occurring with greater frequency and intensity in the region.

Climate change has thus become a leading contributor to among others; food insecurity, reduced hydropower generation potential, increases in pests and diseases and severe damage to infrastructure.

In recognition of these grim realities, the 11th Summit of the EAC Heads of State in November 2009 directed the EAC Secretariat to develop a Climate Change Policy and strategies to address the negative impacts of climate change in the region and harness existing/emerging opportunities from the same.

The Policy has identified climate change adaptation and mitigation response measures as primary and secondary priorities respectively. Adaptation involves adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects while mitigation deals with human interventions to reduce the sources of greenhouse gases emissions and/or enhance carbon sinks.

#### Climate change adaptation

To promote climate change adaptation, the EAC will focus on reducing vulnerability and building social and economic resilience. Specific actions have been proposed for socio-economic sectors ranging from human health, human settlements, agriculture, forestry and wetlands, to tourism, energy, infrastructure, coastal and marine ecosystems and disaster risk management as part of National Adaptation Programmes of Action (NAPAs).

Proposals include diversification of economies to reduce over-dependence on climate-sensitive sectors; promoting alternative livelihoods systems; enhancing adaptive capacities of communities, fragile ecosystems and national econo-

## THE REGION'S BLUEPRINT FOR TACKLING CLIMATE CHANGE

Climate change has become a leading contributor to food insecurity and severe damage to infrastructure among others

mies; and promoting social protection as a tool for disaster risk reduction.

#### Climate change mitigation

While the EAC region has very low greenhouse gases emissions, mitigation opportunities with sustainable development benefits exist in the forestry, energy, industry, transport, waste management and agricultural sectors.

Specific actions that have been proposed include development of mitigation action plans at national levels; development of air pollution emission standards, particularly for industrial and transport sectors and establishment of regulatory frameworks to support their implementation; developing programmes for technology acquisition to support mitigation actions; and mobilising financial resources from international carbon finance mechanisms such as the Clean Development Mechanism (CDM) and Reducing Emissions from De-forestation and Forest Degradation (REDD) to implement Nationally Appropriate Mitigation Actions (NAMAs).

Due attention will also be given to climate change research including; monitoring, detection, attribution and prediction, as well as critical cross-cutting issues such as, capacity building, education and public awareness, information and knowledge management systems, technology transfer and finance. Gender dimensions will also be integrated in all climate change response measures.

The Policy's implementation will be guided by a Climate Change Strategy and Master Plan that are currently under development. The two instruments will provide a framework for the implementation of the prioritised adaptation and mitigation measures in the short, medium and long-term.

The Policy will be reviewed every three years to monitor and evaluate its implementation in view of the emerging issues, challenges and trends on climate change at the national, regional and global levels.

The EAC Climate Change Policy can be downloaded from: <http://www.eac.int/environment>

The EAC has a number of initiatives at various levels of formulation or implementation in the productive and social sectors. The Deputy Secretary General in charge of Productive and Social Sectors Mr. Jean Claude Nsengiyumva told *THE COMMUNITY* about these initiatives:

**Q: Why is it important to devise regional responses to social challenges in the EAC Partner States?**

A: The aim of the Social sectors as mandated by Treaty provisions is to actualise the achievement of the social dimensions of the regional integration process and to enhance greater co-operation by the Partner States in the broad human development areas including health, education, culture and sports, gender and refugee management among others. To that effect the Forum of Ministers responsible for Social Development was created. The urgency for strengthening the social sectors will be heightened with the rapid implementation of the Common Market Protocol.

**Q: How does the region move from policy proposals to actual implementation, especially with regard to the critical issues of food security and climate change?**

A: For effective and efficient implementation [of policies], it will be necessary to strengthen the capacity of the EAC Secretariat to coordinate the implementation of the joint programmes and projects emanating from the EAC Food Security Action Plan and the Climate Change Policy.

However, it should be reiterated that for the EAC region to overcome its current food security problems, Partner States will have to make substantial investment in the agriculture sector development at national level, as regional interventions can only succeed if national strategies are successfully implemented.

**Q: Discussions on the single tourist visa have been ongoing for a while. What stage is the region on this matter?**

A: The actualisation of the single tourist visa will be determined upon completion of a study being done on the preparedness of each Partner State to implement the single tourist visa arrangement, and being a multi-sectoral issue, it is not confined to the immigration or tourism sectors alone.

We would like to encourage Partner States to support this endeavour at all levels in order to make the

## ‘COMMON MARKET HEIGHTENS URGENCY FOR STRENGTHENING SOCIAL SECTORS’

single tourist visa a reality as soon as possible.

**Q: The 8th Sectoral Council of Ministers of Education vetoed a proposal on regional accreditation of universities. Doesn't this hinder investments in the education sector?**

A: The Honourable Ministers felt that if the Bill [amendment to the Inter University Council for East Africa Act 2009] was passed as it is, it would cause two parallel systems for accreditation, one for national and another for foreign and regional universities. This obviously would impinge on the principles of sovereignty as provided for in the EAC Treaty.

**Q: The Council has also directed that East African students should pay uniform fees at tertiary institutions but this has barely been implemented?**

A: The issue of payment of uniform tertiary fees by EAC students has been very thorny and Council has been greatly concerned with the non-compliance of some of our universities.

We have communicated to the Executive Secretary of the IUCEA to give us the present status of this directive and he has reaffirmed to us that most member universities were adhering to this directive but a few were still discriminating students. We have written a reminder to those universities still flouting this directive to comply otherwise they will be sanctioned.

**Q: The EAC is significantly energy deficient. What regional interventions are being considered to address this situation?**

A: EAC views the development of both renewable and non-renewable energy sources as the most optimal way for the benefit of East Africans. We have initiated plans to develop an Integrated Energy Market Strategy with the goal of an effective and efficient energy market in the East African Community.

The Integrated Energy Market Strategy will create an enabling environment for the implementation of sub-sector master plans by addressing regional policy, legal, regulatory and institutional framework as well as the enabling investment climate for the energy sector in the region.

**Q: How is the EAC helping Partner States to tackle the challenge of a mostly young population that can't find employment?**

A: In collaboration with the ILO and the Partner States, the EAC is coordinating the undertaking of national manpower surveys in the Partner States which will provide information on the skills match or mismatch between the education system and the labour market at national and regional level.

The findings of the survey will form the basis for the subsequent development of a sub-regional skills development programme to address the most pressing skills gaps identified in a coordinated manner.

Also in collaboration with the ILO we have developed a Regional Decent Work Programme aimed at complementing Partner States decent work programmes focused on employment creation for youth with social protection at the heart of the programmes.

The implementation of the Common Market Protocol will enable more and more young men and women to explore employment opportunities in the neighbouring countries.

**Q: A number of natural disasters have occurred in different**

**parts of the world this year. Does the region have the capacity to predict the occurrence of these disasters and, to respond if a major catastrophe struck?**

A: The EAC does not currently have a regional policy and strategy as well as established response institutions to coordinate natural hazard/disaster emergencies. However, the Protocol on Environment and Natural Resources Management through Article 35 seeks to enhance cooperation in environmental disaster preparedness.

Also in the Protocol on Peace and Security several initiatives have been made towards joint response during complex emergencies and crisis in the region [but] focusing more on conflicts and little on natural hazards. However, there are plans to harmonize disaster management activities to include all sectors.

Further to that, EAC is currently collaborating with the UN International Strategy for Disaster Reduction with an aim of developing a regional disaster risk strategy.

In terms of responding to catastrophes, Partner States have in place Ministries or Departments charged with overall responsibility for coordination of disaster risk reduction and disaster management. 🇸🇰

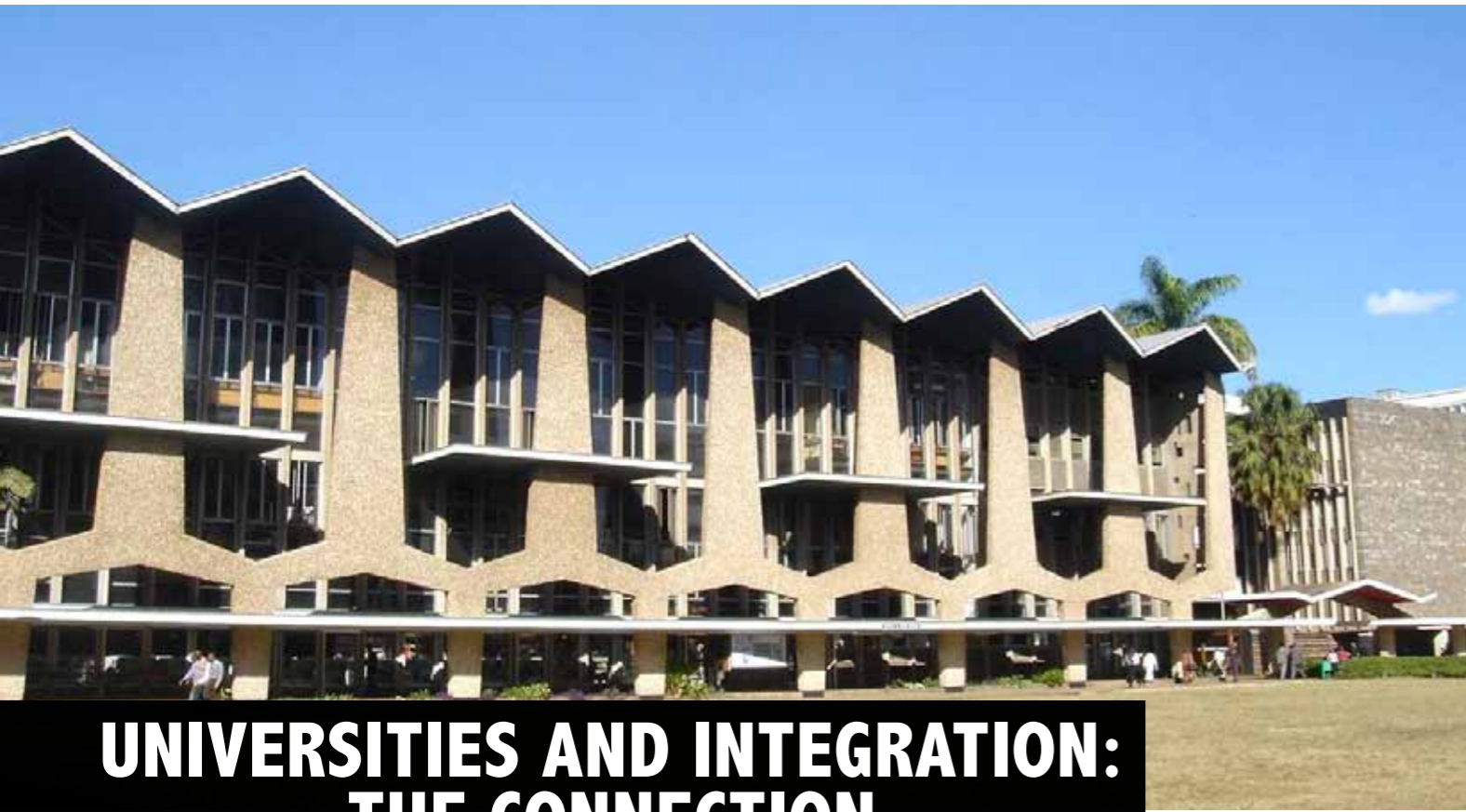


Since time immemorial, the role of universities has been that of yielding scientific knowledge, discovering breakthrough ideas and fostering innovations. Universities are the indispensable players in the advancement of scientific knowledge, which continuously seeds new generations of human resources, research and development outcomes, applied research, scientific breakthroughs and streams of new products that enhance our lives and strengthen our economy.

issues in different ways by engaging government and non-government organisations. They can be innovative and experimental as they are perceived as being able to take more risks than other government as well as private institutions and development organisations.

#### East African universities and regional integration

Cooperation in education and training within the



## UNIVERSITIES AND INTEGRATION: THE CONNECTION

Universities play a central and strategic role in educating and training the scientists, teachers, researchers, entrepreneurs and other skilled citizens who are able to fuel innovation in high technology and the knowledge industries that are the primary drivers of successful regional economies of today.

There is also a major role for universities in researching and evaluating the impact of development work carried out by a range of organisations. Universities can improve development programmes by evaluating approaches that are effective and identifying approaches that are ineffective as well as challenge accepted policy and practices as well as non-viable approaches to development.

Universities can provide space to discuss and address

Community is well-articulated in the EAC Treaty, and Partner States have agreed a variety of measures to foster the same. A primary focus however, is to enhance QUALITY across the sector and facilitate processes that lead higher education systems to be able to inter-operate more effectively to the benefit of development in the region.

In view of the invaluable contribution of higher education as a driver of social economic transformation and development, it is imperative for the EAC, in particular universities in the region to strive for harmonisation of our education system that will be synchronous with aspired dream of the region of widening and deepening co-operation among the Partner States in, among others, political, economic and social fields for their mutual benefit. The harmonisation

will also facilitate the geographic mobility of students and professors, supporting mutual recognition of qualifications and cooperation between the institutions of each of the EAC Partner States.

Universities are thus obliged to respond to the changing environment, brought about by regional integration, by establishing new institutional management structures to meet more effectively the demands of various regional stakeholders. Such changes are occurring not only within the traditional teaching and research roles of universities, but also within their community service role.

As universities in East Africa often permeate the local, economic, social and cultural environment, they should therefore: develop technology centres and science parks, work on regional cooperation structures between the business sector and themselves, work on the expansion of their regional development strategies and networks and become sources of expertise and catalysts for multiple partnerships.

In regional technological development programmes, universities in East Africa should provide expertise for product and process innovation through consultancies, student placements and management development. In skills enhancement linked to raising regional competitiveness, there should be a place for targeted graduate retention and continuing professional development initiatives.


In cultural development, there should be scope for joint planning of provision of non-vocational education and opening up of university facilities to the general public, and in terms of regional capacity building university staff and facilities can be mobilised to promote public debate.

Also, universities in East Africa should create specialist locally-oriented courses which draw upon the characteristics of the region. This would give these universities a competitive advantage in national and international student recruitment pools. In addition, project work, particularly at the post graduate level should be undertaken collaboratively with regional partners and should be focused upon regional issues. Thus, this will help to make East African universities an instrument of regional development and of strengthening the EAC.

#### Reducing knowledge disparities

Under the coordination of the Inter-University Council for East Africa universities in East Africa should work towards curriculum harmonisation in order to facilitate the movement of students from one country to another in the region, as well as reducing knowledge disparities among the Partner States. This will eventually reduce hurdles East Africans meet while seeking employment within the Partner States.

There is also need for research universities in East Africa to conduct research that focuses on solving local challenges with the added benefit that local communities can be utilised as experimentation fields.

East African universities should promote partnerships both at regional and international levels. This will create avenues for new knowledge transfer and could allow pooling of resources to foster research (e.g. by developing collaborative research centers) and innovation. 



*This is an abridged version of a paper entitled "The Role of Universities in Fostering Regional Integration and Sustainable Development in East Africa" presented by Prof. Silas Lwakabamba (Chairman of the IUCEA and Rector of the National University of Rwanda) at the IUCEA's 2nd Annual Meeting in Bujumbura, Burundi in March this year. Download full version at <http://www.iucea.org>*

## AIRBORNE? CASSOA HAS YOU COVERED



Rt. Hon. Eriya Kategaya opens the CASSOA headquarters in Entebbe, Uganda

retain responsibility for regulating civil aviation activities in their territories covering licensing, approving, certifying and ensuring compliance. The Agency is expected to evolve into a more complex structure in future with Partner States' civil aviation authorities delegating part of their functions and responsibilities concerning licensing, approval and certification of personnel, organisations and aeronautical products, based on common regional regulations and procedures.

### Governance of the Agency

The Agency as a self accounting Institution of the Community is governed by a Board of Directors. Membership to this Board includes all the heads of civil aviation authorities of the Partner States, the Executive Director and aviation experts, one from each Partner States nominated by the Minister responsible for civil aviation.

The Board has established two Technical Committees to facilitate management and carrying out the functions and obligations of the Agency. The Technical Committee – Regulatory (TC-R) is responsible for all technical and regulatory issues relating to safety and security oversight while the Technical Committee – Finance and Administration (TC – F & A) is responsible for the administration and management of resources of the Agency.

### Current initiatives

CASSOA is in the second year of implementation of its Strategic and Organisation Development Plan (2010- 2015). Among the activities the Agency has engaged in are:

- Reviewing the mandate of CASSOA in the next 4 years to enable it to carry out effective oversight functions in the region
- Reviewing, formulating and harmonising Regional Civil Aviation Regulations and corresponding technical guidance materials as per ICAO requirements
- Devising systems to ensure compliance to the regional strategies such as State Safety Programs (SSP) and Safety Management Systems (SMS) regulations;
- Management of data on safety and security occurrences, incidents and accidents, and inspection work tracking.

For more information visit: <http://www.cassoa.org>

The EAC, seized of the need to ensure the development of a safe and secure civil aviation system in the region in 2007 formed the East African Community Civil Aviation Safety and Security Oversight Agency (CASSOA).

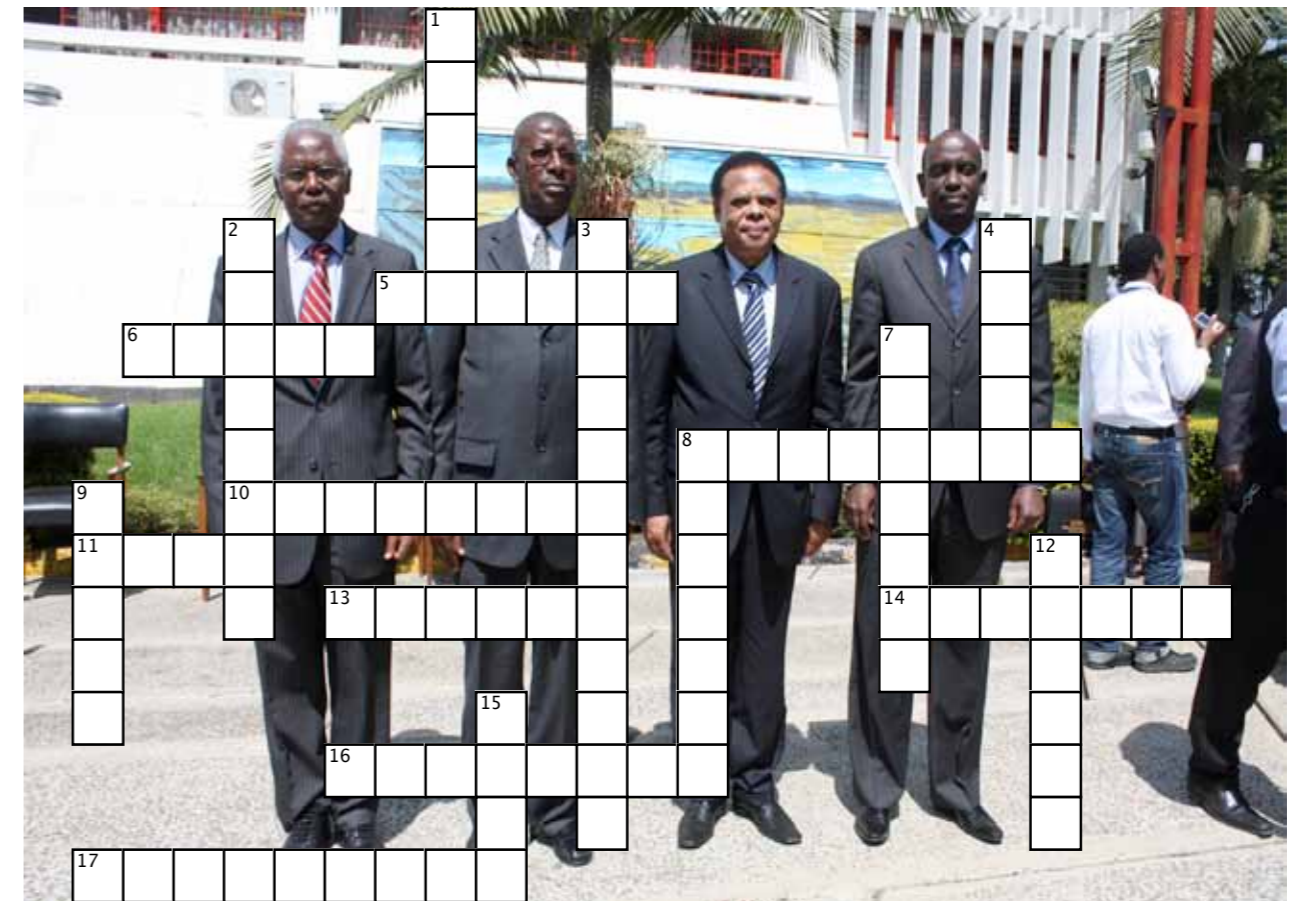
The main objective of the Agency is to ensure coordinated development of an effective and sustainable civil aviation safety and security oversight infrastructure in the EAC. At present CASSOA is mainly involved in three major functions:

- Harmonising operating regulations to ensure that they meet international standards and recommended practices;
- Developing standardised procedures for licensing, approving, certifying and supervising civil aviation activities; and
- Providing guidance and assistance to Partner States including putting in place measures for resource sharing particularly for the technical personnel.

### How it works

CASSOA, headquartered in Entebbe, Uganda, is designed to work with Partner States' civil aviation authorities, which

## EAC CROSSWORD



SZREAIBE KBUKUU MTNAMKROMCEO DWAARN OASASC NALAELO  
EVFI ENTINENE ASEMOC CIHRNDUU TNAAG CIHAN IDGA NIAJJ  
KNNGIRAEA TAWSVALN TENEEBB DUNBIRU

### Across

5. Institution of the EAC charged with overseeing civil aviation safety and security issues
6. Asian country accredited envoy to the EAC in May 2011
8. LVBC programme funded by ADF to improve water sanitation
10. Chapter in the EAC Treaty that focuses on Cooperation in Environment and Natural Resources Management
11. Regional organisation working closely with EAC to address matters concerning drought and climate change in the region
13. EADB officially launched its operations in this Partner State in November 2010
14. Partner State that will host 13th Ordinary Summit of EAC Heads of State
16. Last name of new EAC Secretary General
17. Surname of new Lake Victoria Basin Commission (LVBC) Executive Secretary

### Down

1. This REC joined with EAC and SADC to form the Tripartite framework
2. First fully fledged One Stop Border Post in Africa opened in November 2009
3. EAC entered this phase of integration on 1 July 2010
4. Town through which the proposed Natural Gas pipeline from Dar es Salaam to Mombasa will pass
7. Ugandan town hosted 5th East African Petroleum Conference
8. Surname of newly appointed EACJ Judge of the First Instance division
9. Seat of the EAC institution charged with managing the fisheries resources of Lake Victoria in a coordinated manner
12. New EAC Deputy Secretary General in charge of Planning & Infrastructure
15. Maximum period of tenure for EAC Secretary General (years)

# Destination East Africa



DATE	EVENT	VENUE
11 - 14, Jul, 2011	East African Diabetes Summit	Kampala, Uganda
05 - 06, Aug, 2011	EAC Conference on Women	Kigali, Rwanda
14 - 28, Aug, 2011	EA Military Sports & Culture Week	Bujumbura, Burundi
27 - 30, Nov, 2011	EALA Nanyuki Series	Bujumbura, Burundi

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**One People. One Destiny**