Mr. Toufiq S. Turky
EACCIA Board Chairman

Mr. Toufiq Salim TURKY is the new Chairman of East African Chamber of Commerce Industry and Agriculture (EACCIA) Board of Directors after he replaced the late Ndibalema John MAYANJA in July 2018. He is also the current President of Zanzibar National Chamber of Commerce, Industry & Agriculture (ZNCCIA). Possessing vast managing directorships and CEO experience, he always ensures that clear corporate and institutional goals, objectives and expectations are delivered and maintained. He is a passionate leader with first class communication skills and a long track record of successful business management. Mr. Toufiq is a highly educated individual, with extensive knowledge of all current economic, social and regulatory issues. He is an inspiring and motivational manager with first-rate interpersonal skills and the ability and passion to develop the vision of Turky Group of Companies, to ensure that they are able to push performance improvement whilst at the same time delivering growth.

He joined the EACCIA Board of Directors upon his election as the President of Zanzibar National Chamber of Commerce, Industry and Agriculture in 2016. As the CEO of Vigor Turky Group of Companies, he oversees one of the largest business groups in Tanzania, owning 12 Companies with operations in Zanzibar, Tanzania mainland and Comoros’ islands as well and employing over 4,000 people.
I. Background and Introduction

The East African Chamber of Commerce, Industry and Agriculture (EACCIA) has been in existence since September 2005, when it was legally incorporated in Nairobi, Kenya. It was formally launched in Arusha, Tanzania, in February 2006. Its main objective, upon incorporation, was to lobby for the creation of a conducive environment for cross border trade and investment, within the context of the East African Community protocols, viz: the East African Customs Union Protocol and the East African Common Market Protocol. Broadly speaking, its main objective is to lobby the regional governments for the creation of a conducive business environment. The chamber is expected to dialogue with various organs of the East African Community, national, as well as international institutions, impacting on business to facilitate this. Apart from its advocacy role, the EACCIA is also expected to undertake some development projects on behalf of its constituent Chambers.

Our work entails coordinating the work of the other chambers in the region by ensuring that we take on all the cross-cutting issues emanating from them, as well as facilitating regional trade and investments in order to strengthen and further regional integration of East Africa. We also promote Public Private Partnerships (PPPs), particularly those that can be applied to the development of infrastructure in the Eastern Africa region. We also have a membership category which targets corporates which are operating across the national borders, or are intending to venture into the larger Eastern Africa market.
Upon incorporation, the Board of Directors of the EACCIA comprised the Presidents of constituent Chambers and at least two other elected officials from each Chamber. The Chief Executive Officers of constituent Chambers were ex-official members of the Board.

The Chairmanship of the Board rotates among the Presidents of the regional chambers on an annual basis. The current Board comprises of two representatives from each country constituting the EAC member states, including Burundi and Rwanda, and the EACCIA Chief Executive Officer, who serves as the Secretary to the Board. The CEOs of the national chambers constitute the Steering Committee and sit at the Board as ex-official members.

As pointed out earlier, apart from its lobby and advocacy activities, EACCIA undertakes development projects on behalf of its constituent Chambers. These include a joint website: http://www.eastafricanchamber.org, coordinating many of the PPP related projects by assisting in the creation of local consortia, which can bid for a large development project initiated by national governments in the region. The Headquarters of the Chamber is still in Arusha, Tanzania, although a temporary Secretariat has been set up in Nairobi, Kenya for the time being.
II. EACCIA Vision

EACCIA will be a credible partner for government in the creation of a business environment conducive to the development of a strong private sector throughout the East African Community.

III. EACCIA Mission

Our mission is to strengthen the private sector in East Africa through influencing policy at national and community level, supporting national chambers and strengthening cooperation and partnership between the public and private sectors across the East African Community. We will achieve this by:
Articulating well developed proposals for removing constraints facing the business, industrial and agricultural communities;
Promoting unity amongst stakeholders within the private sector; and
Collaborating closely with Governments to make the East African Community more attractive to investors.
V. EACCIA Strategic Vision and Goals:

A strategic direction for the EACCIA was agreed upon in 2006, outlining the role of the EACCIA, its vision and mission, as well as its future strategic objectives. Although this was not fully developed at that time, the goals and strategic objectives still remain as the pillars of EACCIA and include:

a) Trade Promotion and Facilitation, with a view to ensuring that the regional integration of East Africa is realized;
b) Investment Mobilization;
c) Improvement of the Business Environment in favour of the Private Sector;
d) Promoting the dissemination of business information to the national chambers in the EAC member states;
e) Strengthening and developing SMEs and other informal sectors in the region;
f) Facilitating the provision of Business Development and related Advisory Services;
g) Undertaking capacity building interventions to the various national chambers of commerce in the region, in order to ensure that they are able to respond to the needs of their members;
h) Promoting Public Private Partnerships (PPPs), particularly in the delivery of regional infrastructure programmes and projects, with a view to discouraging capital flight out of the region.
V. EACCIA Outputs for achieving Trade Facilitation Objective

Trade facilitation is a key aspect of the functions of chambers of commerce worldwide. EACCIA ensures that other constituent chambers are responsive and ready to deliver this objective. The outputs to be delivered from trade facilitation are many and EACCIA is better positioned to handle issues that shall ensure that the environment in which national chambers are operating is conducive, to better serve their members, as follows:

Output 1: Improvement of the Business Environment at the EAC:
This seeks to improve the business environment through harmonization of policies, laws and regulations, so that the private sector can be competitive. Issues to be raised that cut across the region, as being prioritized during the intervention are how ready the EACCIA is in driving the following: Poor Trade Facilitation; Non Tariff Barriers (NTBs), such as weighbridges, customs documentation, non-harmonized standards, work permits, business licenses among others; inadequate skilled labour and entrepreneurship skills; and Illicit Trade.
Output 2: Enhancing Regional Public Private Dialogue (PPD) and Partnership:
This seeks to enhance regional public-private sector dialogue and partnerships through refocusing public institutions so as to make them more supportive of private sector development (PSD), through stable and predictable policies and having in place transparent and clear business rules. In addition, it seeks to promote public-private consultative mechanisms by marshalling political will. Issues considered under this output include inadequate institutionalized public-private dialogue (including lack of a driver of the process); lack of a regional public-private sector dialogue framework.
Output 3: Capacity Building for Trade Support Institutions in the Region:
Capacity building within the EACCIA envisages restructuring national Chambers, to enable them to adopt a regional rather than a national focus. The strategy calls for effective support services comprising training, consultancy and advisory services, marketing services, technological services, information dissemination, developing entrepreneurial skills, enhancing access to financial services and promotion of business linkages. It also calls for support learning processes, through study tours and trade fairs whereby enterprises learn from the experience of others; and conferences and professional meetings, on a regional basis.

Component 4: Creation of a Framework for Forging Synergies across Sectors:
Needed synergies should be developed, to include supporting measures that ensures that EACCIA represents national chambers’ interests and that its representation is aligned to the changing East African private sector structure. In addition, it advocates for national chambers to be structured so that they can act on a regional scale, with EACCIA playing a leading role in promoting regional integration. The need to adopt a cluster approach across key sectors of the EAC economy are also be explored, as a means to ensure greater regional integration as this would help to reap economies of scale. In addition, a cluster approach makes it easier to promote the sectors at regional level and to explore areas of complementarities as opposed to competition, and ultimately to promote EAC as a whole.
VI. Promoting Public Private Partnerships (PPPs) as a function of EACCIA

6.1 Introduction

Public Private Partnerships (PPPs) have become increasingly widespread for the implementation of infrastructure projects in many countries throughout the world. The potential benefits are especially attractive in less developed countries where public funds for infrastructure development are clearly insufficient to satisfy demand. In recognition of this, many African countries, including the member states of the EAC, are moving to create the necessary legislative and institutional framework to facilitate greater use of PPPs in infrastructure development.

In support of these developments, a substantial body of material is now available for the public sector on good practice in PPPs, and international institutions such as the World Bank and several donor organizations are providing technical assistance and support to some national governments in the area of PPP for infrastructure projects. In comparison, there is very little support available to the private sector in African countries for their participation in PPP projects. As a result of this situation, it is very difficult for local businesses to participate in PPP projects and implementation contracts are generally awarded to large, multinational corporations. Thus the local private sector, though benefiting from the improved infrastructure that results from the project, is unable to gain any additional business directly and an opportunity for indigenous economic growth is lost.
6.2 The role of EACCIA
To tackle this problem EACCIA has taken the lead by establishing a Public Private Partnership Project Advisory Unit Network (PPP PAUN) across the EAC member states. The PPP PAUN aims to address these obstacles by raising awareness, building capacity and strengthening dialogue with both private sector and government at local, national and regional levels. The network consists of Project Advisory Units (PAUs) housed within private sector organizations in the five member countries of the EAC, and a lead PAU based at EACCIA. We have proposed to anchor these in the chambers of commerce because a chamber of commerce attracts its membership from all sectors of the economy and PPP projects can be implemented in any sector, such as in health, education, as well as delivering many other social services projects. However, PPP project, for now, have been most popular within the productive sector of the economy and, at times, in the “enablers” sectors.

In addition to the above, the EACCIA has developed a comprehensive PPP Training Programme, with the support of the European Union, and which targets both the public as well as the private sector. A PPP Training course that focuses on the devolved forms of government, as well as the region’s private sector operators, is available and this can be very useful to Kenya’s County Governments, so that they are able to identify this new form of project/programme financing, to ensure that they have less dependence on the National Government in funding many of their development programmes at the County level, as it is the case currently.
6.3 Private Sector Involvement in PPPs
The genesis of the private sector involvement in PPPs was in 2004. In that year, the three chambers of commerce from the countries which were by that time member states of the East African Community, namely; the Kenya National Chamber of Commerce and Industry (KNCCI), Uganda National Chamber of Commerce and Industry (UNCCI) and the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA). Undertake a study entitled “Study on Private Investment in Urban Road Transport in Eastern Africa” which looked into the investment climate in East Africa which affects investment by private sector in urban road transport infrastructure development and transport service delivery. The study was supported by the European Union. After it was successfully concluded, a two-day international workshop which was held in Nairobi, Kenya which attracted participants from Ethiopia, Kenya, Uganda, Tanzania and Rwanda. The study had established that there exists great potential for PPP in East Africa in road transport development. It also established that, there are substantial private sector financial resources available for investment in the transport sector development in the region. However, even if the legal, institutional and regulatory systems in the region had the basic elements required to support PPP projects, they required significant strengthening.

In 2006, a follow up on the 2004 study namely; “Feasibility study of the use of Private Finance in the Development of Urban Road Transport Infrastructure” was undertaken. It carried out a robust data collection and analysis on the viability of a PPP project in the urban road infrastructure development. It confirmed the viability of the use of private sector financial resources in East Africa to undertake PPP projects, with an IRR above 20 per cent. However, the studies established that these opportunities cannot be exploited due to insufficient of understanding of the PPP concept.
The 2012 project implemented by the East Africa Chamber of Commerce, Industry and Agriculture (EACCIA) with the support of the ACP Business Climate Facility (BizClim) Programme of the European Union, titled “Reinforcing the Capacities of the East African Private Sector of Infrastructure Development”, aimed at addressing the gaps which had been identified by the two earlier studies which posed challenges for private sector involvement in infrastructure development through PPPs. In order to strengthen the private sector to understand and embrace the PPP concept, it was proposed that a network of Project Advisory Units (PAUs) be set up and to be anchored in each of the chambers of commerce of the current member states of the EAC.

In 2014-2015, the project “Mobilizing Private Sector Funding through PPPs for Economic and Social Development in the Northern Corridor” was jointly implemented by EACCIA and the Secretariat of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). The project aims at developing harmonized PPP Guidelines and a Handbook, as well as a Strategy and Action Plan for use by both public and private sectors in negotiating and implementing PPP deals and projects.
7.1 Kenyatta University - EACCIA Partnership

In order to successfully deliver the PPP Training Programme, the EACCIA has now partnered with Kenyatta University, in Nairobi, Kenya, through the signing of a Memorandum of Understanding and we are jointly collaborating in establishing a PPP Training Programme, based at the University to run this course, in Kenya, which is also targeted to reach across the entire East African Community (EAC) member states, and other countries in the region with whom we partner, such as the South Sudan, Somaliland and the Democratic Republic of Congo.
7.2 EACCIA – East African Development Bank (EADB) Partnership

We are partnering with The East African Development Bank (EADB), one of the institutions of the East African Community (EAC) member states and which is focal point for coordinating the PPP agenda in the region to implement a PPP training course which is tailor-made for devolved forms of government and other key stakeholders wishing to understand the PPP concept. County and regional Governments can greatly benefit by participating in this course. The objective of the five-day training course is to empower Government officials to enable them identify alternative sources of funding for a number of County projects outside the normal National Treasury allocations. PPP would be a powerful development tool which can be used to boost county government collaborative productivity with local stakeholders. Previous phases in PPP interventions show how application of the right PPP Project mechanisms, through training for the staff, can increase returns on development efforts. In the Training Programme on PPPs for County Governments, County officials will learn and get to practice an easy and efficient approach for implementing their local projects. They shall use what they learn in this course to implement their projects faster, with more consistent results. This will in turn impact the bottom line.
7.3 EACCIA - NCTTCA Partnership

With the support of the European Union’s ACP Business Climate Facility (BizClim), EACCIA has recently partnered with the Secretariat of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) to implement a joint project which aims at mobilizing private sector funding through PPPs for economic and social development in the Northern Corridor. Please see our project website at :http://www.enablebusi ness4pppseastafrica.com/

The EACCIA-NCTTCA partnership was formalized through the signing of a Memorandum of Understanding (MOU) which commits both parties to certain principles where both parties have pledged to work together in transforming the Northern Corridor into an Economic Development Corridor (EDC) through a strategy that looks to promoting Public Private Partnerships in transport infrastructure investments and investments in other sectors; and to promote synergies between transport infrastructure and other sectors as one of the key strategies for promoting investment.
Both parties are convinced that the Partnership will lead to increased:

a) Intra Regional Trade Promotion and Facilitation, with a view to ensuring that the regional integration of East Africa is realized;

b) Investment Mobilization and promotion for Conducive Environment for Private sector Investment;

c) Improvement of the Business Environment in favour of the Private Sector;

d) Promoting the dissemination of business information to the national chambers in the EAC member states;

e) Strengthening and developing SMEs and other informal sectors in the region;

f) Facilitating the provision of Business Development and related Advisory Services including capacity enhancement for PPPs in the region;

g) Undertaking capacity building intervention of the various national chambers of commerce in the region, in order to ensure that they are able to respond to the needs of their members; and

h) Promotion of Public Private Partnerships (PPPs), particularly in the delivery of regional infrastructure programmes and projects, with a view to discouraging capital flight out of the region; and

i) Joint mobilization of Funding and other resources from Development and Cooperating Partners for enhancing Capacity for PPPs and Business Development and Promotion.
In an effort to strengthen its trade facilitation role and support its chamber members in the region, EACCIA has recently signed a series of MOUs with a number of international chambers of commerce. This is expected to increase trade and investment opportunities between East Africa and the countries with whom we have established collaborative relationships through their chambers. We have signed MOUs with the two chambers in Jordan (Jordan Chamber of Commerce (JCC) and Jordan Chamber of Industry (JCI)), the Union of Arab Chambers (UAC) which brings together 21 chambers from the various Arab countries, the Kolkata based Indian Chamber of Commerce (ICC) and the National Black Chamber of Commerce in Washington, DC. We are also expected to sign an MOU with the USAID’s East Africa Investment Hub with a view to further strengthen our ability to support business enterprises in the region.

7.4 EACCIA Collaboration with International Organizations
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