FINAL REPORT

ALIGNMENT OF LONGIDO DISTRICT POLICIES AND SUB-LEGISLATION WITH THE EAST AFRICAN COMMUNITY COMMON MARKET PROTOCOL.

SUBMITTED TO:

EAST AFRICAN COUNTY AND LOCAL GOVERNMENTS ASSOCIATION (EACLGA)

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CHAPTER ONE

INTRODUCTION AND METHODOLOGY

Introduction

Longido District is a strategically positioned Border District in Northern Tanzania, located within Arusha Region and sharing a key boundary with Kajiado County in Kenya. Its location along the busy Namanga border corridor makes it a significant node in East African regional trade, especially in livestock, agriculture, and small-scale cross-border commerce. The District is home to the Namanga One Stop Border Post (OSBP), which facilitates a substantial volume of bilateral trade and movement between Tanzania and Kenya.

As a frontier District, Longido represents both opportunity and complexity. On one hand, its proximity to Kenya and proximity to other East African Community (EAC) countries offers immense potential for cross-border trade, economic integration, and local enterprise growth. In spite of this strategic importance, local regulatory, infrastructural, and administrative constraints have often hindered the district's ability to fully harness these regional economic opportunities.

Within this context, the present study aims to assess existing sub-legislation and policies enacted by the Longido District Council and their alignment with regional laws, ostensibly, the East African Community Common Market protocol. It also looks at the economic potential of Longido District as a key cross-border community. It also identifies the legal and policy-level barriers that hinder local economic development in the District. By focusing on Longido, the study evaluates the extent to which the district's local laws and administrative practices align with the provisions of the EAC Common Market Protocol, and proposes targeted reforms to position Longido as a more effective, inclusive, and compliant player in the regional economy.

1. Background and Context.

Strategically positioned along the Namanga border between Tanzania and Kenya, Longido District holds strategic prominence as one of the country's key cross-border districts. The district is not only a conduit for human and livestock movement but also a critical trade passage for agricultural produce, artisanal goods, and commercial traffic flowing between Tanzania and Kenya. In 2023 alone, it handled approximately USD 500 million in bilateral

trade, with Kenyan imports of maize, cattle, and vegetables totaling nearly USD 200. This underscores Longido's role as a cross-border trade hub and integrator.[1]

Central to this trade dynamic is the Namanga One Stop Border Post (OSBP), which became operational in 2016 as part of the East African Community's (EAC) broader strategy to enhance intra-regional trade. The OSBP was established to consolidate border procedures, reduce duplication of customs and immigration controls, and streamline processing across Partner States. The choice of Namanga within Longido District was deliberate, given its strategic road access, high mobility of pastoralist populations, and significance to both the Tanzanian and Kenyan economies. Since its establishment, clearance times have fallen from several hours to under 30 minutes, and the post has recorded substantial improvements in compliance, efficiency, and revenue collection. Both the EAC Secretariat and the East African Business Council (EABC) have consistently cited Namanga OSBP as one of the region's most efficient border facilities, serving as a benchmark for similar infrastructure across the bloc.[2]

Despite these gains, Longido's local legal and administrative framework has not kept pace with regional developments. Longido continues to operate under a set of by-laws and regulations that, while legitimate in their local governance objectives, present significant challenges in the context of regional integration. These include duplicative licensing requirements, multiple cess charges on livestock and agricultural produce, and fragmented enforcement mechanisms. The Longido District Fees and Charges By-law, 2024 (GN No. 559) imposes revenue measures that, in substance and application, may constitute non-tariff barriers (NTBs) within the meaning of Article 6 of the EAC Common Market Protocol.[3] Similarly, provisions in the district's Five-Year Strategic Plan (2020/21–2025/26) reflect a revenue-driven regulatory posture that risks undermining the district's comparative advantage in border trade facilitation.[4]

Tanzania's commitments under regional law are unequivocal. As a State Party to the Treaty for the Establishment of the East African Community and a ratifying member of the EAC Common Market Protocol (2009), Tanzania is legally bound to implement measures that guarantee the free movement of goods, services, capital, labour, and persons. These obligations have been given domestic legal effect through the Treaty for the Establishment

[1] East African Business Council (2023). Status Report on Non-Tariff Barriers in East Africa. https://eabc-online.com/reports

[2] East African Business Council (EABC), *EAC Border Efficiency Report*, 2024; East African Youth Survey Initiative (EAYASI), *Youth Perspectives on Trade Opportunities in Namanga*, 2023

[3] Government Notice No. 559 of 2024, *Sheria Ndogo ya Ada na Ushuru ya Halmashauri ya Wilaya ya Longido*, published under the Local Government Finances Act, Cap. 290.

[4] Longido District Council. (2020). Five-Year Strategic Plan 2020/21-2025/26.

of the East African Community Act, Cap. 438, enacted in 2001.[5] The Act expressly incorporates the EAC Treaty and its Protocols into Tanzanian law, thereby making them binding and enforceable at all levels of government including local authorities such as Longido District Council.

Accordingly, there exists both a legal imperative and an economic rationale for Longido to reform its sub-legislation and administrative procedures to comply with the Common Market Protocol. Such reforms are not discretionary, they are necessary to avoid legal liability under regional law and to unlock the full economic potential that regional integration offers. Harmonisation of district-level frameworks with EAC standards is essential to remove NTBs, facilitate trade, and improve investor confidence.

The need for reform is further evidenced by trade disruptions that occurred between 2020 and 2024. During the COVID-19 pandemic, inconsistent health protocols at Namanga led to cargo processing delays of up to 48 hours, causing financial losses estimated at **USD 500,000**. In 2022–2023, unilateral export restrictions on maize imposed by Tanzanian authorities stalled over 200 trucks at the border, a move that violated both the free movement provisions of Article 6 and the cooperation obligations under Article 5 of the Protocol. These incidents not only disrupted supply chains but also exposed traders to significant financial risks, with losses projected at **over USD 1 million**.[6] They serve as a stark reminder of the vulnerabilities inherent in an unaligned regulatory environment.

In light of these challenges, a number of practical, targeted reforms have been proposed by stakeholders including local government officials, border management agencies, and regional trade actors. Chief among these is the reduction of livestock and agricultural market fees by 30%, from TZS 50,000 to TZS 35,000 per consignment, to be implemented by Q2 2026, aligning district practices with the non-discrimination principles of the Protocol. Additionally, the introduction of digital clearance systems equipped with real-time tracking is scheduled for Q3 2026, aimed at enhancing transparency and operational efficiency. Institutional coordination is also set to improve through the establishment of joint management committees between Longido and Kajiado County, ensuring cross-border regulatory coherence. Complementing these measures, the EABC has recommended quarterly stakeholder consultations and annual training sessions for at least 500 customs officers and cross-border traders, beginning Q4 2025, with the goal of raising awareness

[5] T*reaty for the Establishment of the East African Community Act* (Cap. 438), 2001. Available at www.parliament.go.tz.

[6] The Citizen. (2023). Maize trucks held at Longido for permits. https://www.thecitizen.co.tz/tanzania/news/national/maize-trucks-now-held-at-longido-for-permits-4268196

and improving compliance. Collectively, these interventions are projected to reduce border delays by 30% and increase trade volumes by 15% by the year 2027.

The EAC equally needs to create structures for engagement with local governments. There is no existing policy on community development, nor a formal structure for direct engagement with local governments by EAC. Instead, all interactions are routed through the central government more specifically, through the Ministry responsible for East African Community (EAC) Affairs. This creates significant gaps that slow down the cascading down of regional policies to local governments. This is worse where local authorities lack significant legislative autonomy as is the case with Longido District Council.

Taken together, these reforms signal a decisive shift toward a more integrated, efficient, and rules-based border governance regime. They reflect Longido's readiness not only to comply with binding legal obligations but to strategically position itself as a driver of regional economic resilience and inclusive growth.

1.3 Purpose and Scope of the Report

This report critically examines Longido District's current regulatory and policy landscape against the integration benchmarks outlined in the EAC Treaty and the Common Market Protocol. Specifically, it evaluates district-level policy alignment with Articles 3, 5, 6, 7, and 16, focusing on principles of transparency, non-discrimination and economic cooperation. By analysing recent trade disruptions, such as those caused by COVID-19 and Tanzania's maize export restrictions, the report identifies significant regulatory inconsistencies and potential NTBs affecting cross-border trade efficiency. Insights from local businesses, regulatory bodies, and trade associations provide practical context, illuminating operational challenges and economic impacts from these disruptions.

The report also presents clear, actionable policy recommendations and an implementation roadmap. Proposed reforms include simplifying licensing procedures, standardizing fee structures, introducing digital clearance mechanisms, conducting regular stakeholder consultations, and enhancing cross-border governance structures. These recommendations are accompanied by detailed timelines, defined institutional responsibilities, and robust accountability mechanisms. Collectively, these measures aim to significantly minimize trade barriers, enhance border operational efficiency, and strengthen Longido's position as a dependable regional trade hub, thus advancing broader EAC economic integration objectives.

1.4 Methodology

This report employed a qualitative research approach, anchored in detailed documentary analysis complemented by structured stakeholder engagements and consultations. The primary phase involved a thorough review of critical policy and legal instruments, notably the Treaty establishing the East African Community (EAC), the Protocol for the Establishment of the EAC Common Market, and the Longido District Five-Year Strategic Plan (2020/21–2025/26). Additional secondary sources consulted included authoritative publications and analytical reports from respected regional entities such as the East African Business Council (EABC)[7] and the African Development Bank (AfDB)[8]. Media reports highlighting border management practices, regulatory developments, and cross-border trade disruptions at Namanga were also analyzed. The documentation thoroughly examined the current regulatory structures, highlighting inconsistencies and areas where the local operations within Longido District did not conform to the regional integration standards set forth in the relevant EAC protocols and treaties.

The second methodological element involved stakeholder engagements and consultations, comprising structured interviews and focused group discussions with key individuals and organizations engaged in cross-border operations at Namanga. Participants were drawn from local commercial enterprises, border management institutions, regulatory bodies, and regional trade associations. Discussions were designed to ascertain operational challenges, administrative complexities, and specific regulatory impediments encountered during border transactions. Stakeholder-derived data was subjected to validation via comparative analysis with documentary review findings. This synergistic approach enhanced the precision, pertinence, and practical utility of the outcomes. The synthesized results provided a solid basis for developing specific policy recommendations to harmonize Longido District's regulatory structures with extant East African Community regional integration principles, thereby streamlining border trade management and fostering cross-border economic collaboration.

[7] East African Business Council. (2023). *Status Report on Non-Tariff Barriers in East Africa.* Retrieved from https://eabc-online.com/reports

[8] African Development Bank. (2020). *On the Kenya-Tanzania border, the African Development Bank eases trade with One Stop Border Post.* Retrieved from https://www.afdb.org/en/success-stories/kenya-tanzania-border-african-development-bank-eases-trade-friendly-environment-27032

CHAPTER TWO

ALIGNMENT OF LONGIDO DISTRICT SUB-LEGISLATION AND POLICIES WITH THE EAC COMMON MARKET PROTOCOL

2.1 Overview of the EAC Common Market Protocol

Signed in November 2009 and effective since July 2010, the Protocol for the Establishment of the East African Community (EAC) Common Market operationalizes Article 76 of the Treaty for the Establishment of the East African Community by establishing a Common Market. The Protocol sets out the legal basis, scope, and objectives of this key integration pillar. Article 4 articulates the overall goal of the Common Market as achieving accelerated economic growth and development through the attainment of the free movement of goods, persons, labour, the rights of establishment and residence, and the free movement of services and capital. This objective reflects an intent to widen and deepen regional cooperation in economic and social fields. The Protocol is guided by fundamental principles such as equal treatment and reciprocity. For example, Article 3 requires Partner States to observe the principle of non-discrimination of nationals of other Partner States on grounds of nationality, alongside commitments to mutual transparency and information sharing.

The Protocol's scope is comprehensive. Article 5 specifies that it applies to any cooperative measure aimed at achieving free movement of goods, persons, labour, services, and capital, as well as the enjoyment of the rights of establishment and residence by EAC nationals across the region. In practice, the Common Market Protocol entrenches core freedoms that underpin a single market. Article 6 mandates free movement of goods, building on the Customs Union framework to eliminate internal tariffs and trade barriers within the Community. Article 7 guarantees EAC citizens the freedom of movement across member territories, stating that Partner States hereby guarantee the free movement of persons who are citizens of the other Partner States, within their territories. Similarly, Article 16 ensures unrestricted trade in services, providing that Partner States hereby guarantee the free movement of services supplied by nationals of Partner States within the Community. Together with provisions on free movement of workers, capital, and the rights of establishment and residence, these articles operationalize the Protocol's objectives, requiring each country to align its laws and administrative procedures with the agreed freedoms and rights of the EAC Common Market.

While the Common Market Protocol is agreed at the regional level, its principles must be implemented nationally and locally through domestic institutions. For a border district like Longido in Tanzania, compliance with the Protocol means aligning district regulations and

practices with the EAC's free-movement commitments. For example, Article 5(2)(a) requires Partner States to eliminate tariff, non-tariff and technical barriers to trade. Article 5(2)(b) likewise mandates measures to ease cross-border movement of persons including the adoption of integrated border management systems which directly shape how Longido's border post facilitates trade and immigration. Similarly, Article 3's non-discrimination principle obligates Longido's authorities to treat citizens from other EAC Partner States equally in business, employment, and service delivery. Embedding the Protocol's freedoms into district-level governance, Longido contributes to the EAC's broader goal of a seamless regional common market and demonstrates local compliance with the Community's trade integration standard

2.1.1 Legal Effect and Binding Nature of EAC Law on Partner States: Focus on Tanzania

The East African Community Treaty, signed in 1999 and entered into force in 2000, establishes a unique supranational legal regime among its Partner States, including the United Republic of Tanzania. Under this Treaty, EAC Law takes precedence over national law in areas of integration where the Community has competence. The binding nature of EAC law is embedded in multiple instruments and affirmed by jurisprudence of the East African Court of Justice, making it incumbent upon Partner States to give full effect to regional obligations without delay or discretion.

Supremacy and Direct Applicability of EAC Instruments

Article 8(4) of the Treaty for the Establishment of the EAC states unequivocally:

> *"Community organs, institutions and laws shall take precedence over similar national ones on matters pertaining to the implementation of this Treaty"*

This principle of supremacy mandates that EAC protocols, decisions, and directives override conflicting domestic laws. Importantly, Partner States are not merely encouraged but legally compelled to align their national and subnational legal frameworks including district by-laws with EAC instruments such as the Common Market Protocol.

Further, Article 8(2) obligates each Partner State to enact and implement legislation necessary to give effect to the provisions of this Treaty and to take all necessary steps for the proper functioning of the Community. This creates a legal obligation to ensure conformity not only at the national but also at the local government level, such as district councils like Longido, which fall under the administrative framework of Tanzania's decentralized governance system.

Tanzania's Domestic Legal Implementation

Tanzania domesticated the EAC Treaty through the Treaty for the Establishment of the East African Community Act, Cap. 438, which came into force in 2001. This Act gives the EAC Treaty and its associated protocols including the EAC Common Market Protocol the force of law within Tanzania. The implication is that obligations such as non-discrimination under Article 3, removal of non-tariff barriers under Article 5(2)(a), free movement of goods under Article 6, and free movement of persons and services under Articles 7 and 16 must be adhered to by all Tanzanian public institutions, including district authorities like Longido District Council.

Moreover, local government authorities are not exempt from this obligation. Where local by-laws, such as Longido's Fees and Charges By-Law (GN No. 559 of 2024), conflict with the Common Market Protocol, the EAC law takes precedence. In practice, local by-laws that hinder free movement or discriminate based on nationality are unlawful to the extent of their inconsistency with EAC law.

Judicial Interpretation: East African Court of Justice

The East African Court of Justice has repeatedly emphasized the binding effect and supremacy of EAC law.

In *Anyang' Nyong'o and Others v Attorney General of Kenya* (2006), the Court held that:

> "the Treaty and its protocols create binding obligations which Partner States must respect. Failure to implement them constitutes a breach."

In *British American Tobacco (U) Ltd v Attorney General of Uganda* (2017), the Court further ruled that domestic tax policies that contradict the Common Market Protocol's free movement provisions are unlawful under EAC law, reinforcing the idea that sub-national legislation is not immune from compliance.

These decisions affirm that Longido District Council is under a binding legal obligation to repeal or amend any by-laws or administrative practices that obstruct the Common Market freedoms guaranteed under the Protocol.

Institutional Mechanisms of Enforcement

Article 54 of the Common Market Protocol requires Partner States to

"guarantee that their laws and regulations are consistent with this Protocol and to designate competent authorities for implementation."

For Tanzania, this includes ensuring that district-level policies are harmonized with EAC obligations. The national Ministry responsible for EAC Affairs plays a key coordination role, but the responsibility of compliance cascades to local governments under the oversight of the President's Office, Regional Administration and Local Government.

The absence of such alignment not only invites legal liability at the regional level but also undermines Tanzania's role in EAC integration efforts.

2.2 Alignment of the Longido Strategic Plan and Sub-Legislation with the EAC Common Market Protocol

The Longido District Council Strategic Plan 2020/21–2025/26 was developed within the framework of Tanzania's decentralization policy and aligns with broader national development agendas, including Vision 2025 and the Five-Year Development Plan III. While it takes into consideration the requirements for regional integration, requirements under the East African Community (EAC) Common Market Protocol demand a higher level of regulatory coherence, particularly in cross-border districts like Longido. As a border district anchoring the Namanga One Stop Border Post (OSBP), Longido holds a strategic position that necessitates local compliance with supranational commitments outlined in the Protocol.

This analysis evaluates the extent to which the Strategic Plan and associated local regulatory instruments align with the EAC Common Market Protocol, using as benchmarks the following key provisions:

- Article 3: Non-discrimination of nationals of other Partner States
- Article 5: Economic cooperation and elimination of tariff and non-tariff barriers
- Article 6: Free movement of goods
- Article 7: Free movement of persons
- Article 16: Free movement of services

2.2.1 Non-Discrimination (Article 3 of the Protocol)

Article 3 of the EAC Common Market Protocol enshrines the principle of non-discrimination among EAC nationals. This means Longido District is under a binding legal obligation to ensure that its administrative practices and regulatory instruments do not treat citizens of other Partner States less favourably than Tanzanian nationals. While the Strategic Plan emphasizes inclusive development and access to services for all,[9] it does not explicitly articulate mechanisms for upholding the non-discrimination clause. A legal harmonization initiative should therefore accompany the plan's implementation to ensure that no local by-laws, licensing conditions, or market access requirements indirectly discriminate against non-Tanzanian EAC nationals.

2.2.2 Economic Cooperation and Integration (Article 5 of the Protocol)

Article Article 5 of the EAC Common Market Protocol outlines the scope of cooperation, obligating Partner States to foster economic integration through policy harmonization and the elimination of barriers to intra-regional trade and investment. Specifically, it requires measures to accelerate economic growth and development by strengthening, coordinating, and regulating economic and trade relations for balanced development.

The Longido District Strategic Plan demonstrates awareness of these regional integration objectives. In its situational analysis, the Plan identifies "utilization of the EAC common market" as a strategic opportunity to attain food security and drive economic growth. Furthermore, it sets forth development priorities aligned with national and regional frameworks such as Tanzania's Development Vision 2025 and the EAC's integration agenda. Its objectives of increasing agricultural output, improving transport and market infrastructure, and attracting investment resonate with the Protocol's emphasis on sustaining the expansion and integration of economic activities across the Community.

Despite this strategic alignment, the Plan falls short of articulating concrete cross-border or intergovernmental implementation strategies. In particular, it does not establish structured cooperation mechanisms with adjacent EAC local authorities such as Kajiado County in Kenya. Compliance with Article 5 requires more than aspirational references; it necessitates deliberate and legally grounded collaboration. For Longido to meet its obligations under the Protocol, it must develop and operationalize joint programs for harmonized livestock

[9] See Longido District Council Strategic Plan 2020/21–2025/26, Objective 2.2.2 on "Equitable access to public services."

movement protocols, coordinated trade inspections, synchronized market regulations, and shared investment facilitation frameworks.

By embedding such cooperative mechanisms, Longido would transform its strategic ambitions into enforceable regional commitments. Without these institutional arrangements, the District risks undercutting the operational effectiveness of its alignment with Article 5.

2.2.3 Free Movement of Goods (Article 6 of the Protocol)

The free movement of goods is a cornerstone of the EAC Common Market. Article 6 of the EAC Common Market Protocol guarantees the free movement of goods among Partner States, prohibiting both tariff and non-tariff barriers that could hinder intra-regional trade. It builds on the foundation laid by the EAC Customs Union and obligates Partner States to ensure that goods originating within the Community move without restriction across borders. This obligation extends to subnational levels, including district councils that regulate local trade infrastructure and levies.

The Longido Strategic Plan acknowledges the strategic importance of the Namanga One Stop Border Post (OSBP) in facilitating cross-border trade. The Plan also recognizes the economic role of local markets, livestock trade, and road infrastructure as trade enablers. However, its operational fidelity to Article 6 is weakened by the persistence of local levies and duplicative permitting systems that function as de facto non-tariff barriers (NTBs). Instruments such as the produce cess, livestock movement fees, and assorted market charges some of which are captured under the District's 2024 Fees and Charges By-law, impose additional burdens on cross-border traders and reduce Longido's competitiveness within the EAC market.

For compliance with Article 6 to be credible, the Strategic Plan must include explicit commitments to audit, revise, or repeal trade-related by-laws that are inconsistent with EAC obligations. Additionally, the district should institutionalize a system for reviewing all new trade-related measures to ensure their consistency with regional trade facilitation standards. Establishing a local NTB monitoring and reporting mechanism aligned with EAC regional structures would further demonstrate Longido's commitment to the Common Market.

2.2.4 Free Movement of Persons (Article 7 of the Protocol)

Article 7 of the EAC Common Market Protocol mandates the free movement of persons, affirming the right of EAC citizens to move, reside, and seek employment across Partner

States. While immigration policy and border control fall primarily under national jurisdiction, local government authorities like Longido District play a vital facilitative role, especially at major entry points such as Namanga.

The Strategic Plan references governance and population management under the Namanga OSBP but stops short of articulating a deliberate strategy to enhance human mobility. For Longido to fulfil its supportive role under Article 7, the Plan must include actions to improve border infrastructure, extend public services to EAC nationals without discrimination, and ensure that local laws and practices do not restrict movement or residence rights of other Partner State citizens.

Local government services such as access to health care, market spaces, and housing must be equitably extended to EAC citizens residing in or transiting through Longido. Moreover, the District should coordinate with immigration and labour officials to identify and remove subnational administrative bottlenecks that frustrate lawful mobility. Institutionalizing a mobility-friendly local regulatory environment is a critical step in aligning district governance with the EAC legal framework.

2.2.5 Free Movement of Services (Article 16 of the Protocol)

Free movement of services is another critical element of the Common Market. Article 16 mandates that Partner States *"guarantee the free movement of services supplied by nationals of Partner States and the free movement of service suppliers"* across the Community. The provision of services within Longido necessitates accessibility without undue impediment for service providers originating from East African Community (EAC) member states, encompassing entrepreneurs, corporations, and professionals. Likewise, Tanzanian service providers should be afforded the unqualified prerogative to render their services to clientele across national frontiers. The Longido Strategic Plan, while addressing service provision chiefly within the ambit of augmenting local service delivery sectors such as education, healthcare, and tourism, omits explicit reference to cross-border service provision. Nonetheless, the plan implicitly recognizes the importance of services to the Namanga economy. The town of Namanga hosts a considerable number of service-oriented enterprises, including retail establishments, hospitality venues, and transportation services, which cater to individuals involved in cross-border travel. The plan posits that the enhancement of the Namanga border post will catalyze these service industries and generate employment opportunities, thereby aligning with the fundamental tenets of Article 16, which asserts that the augmentation of trade in services begets benefits for the community.

A key requirement of Article 16 is that local authorities must not enact measures that unjustifiably restrict service trade. In fact, the Protocol explicitly extends this obligation to the sub-national level: Partner States must ensure that ***"measures by local governments and local authorities"*** comply with the free movement of services, and they must modify any *"laws and administrative actions"* that are incompatible. This provision is of substantial importance to Longido District. Therefore, all municipal ordinances concerning authorization, industry-specific regulation, or domestic participation require examination to guarantee compliance with the accord. For example, a Longido ordinance mandating that service enterprises be exclusively possessed by Tanzanian nationals or enforcing unequal licensing charges upon non-citizen East Africans would directly breach the tenet of national parity as stipulated by the Common Market. Article 17 of the Protocol (which complements Article 16) requires that EAC service suppliers be given treatment ***"no less favourable than that accorded to similar services and service suppliers"*** of the host state. The Strategic Plan does not signal any such protectionist local policy – it generally seeks to ***"collaborate with the private sector and development partners"*** to improve service delivery, an approach that would welcome outside investment and expertise. Longido District is encouraged to actively foster the participation of service providers from neighboring East African Community (EAC) member states across key sectors, namely tourism, finance, and trade logistics, to improve regional harmonization. Such engagement is anticipated to introduce valuable expertise and capital. For instance, facilitating the establishment of a Kenyan logistics firm in Longido or permitting unrestricted access to veterinary consultants from other EAC partner states for service provision would uphold the principles of Article 16 pertaining to the free movement of services. Although the district plan lacks specific provisions regarding cross-border services, it also avoids explicit prohibitions, and the plan's success in sectors like tourism and trade will inevitably rely on effective cross-border service collaboration. Therefore, it is imperative that the District Council ensures its local regulatory frameworks, including business registration and licensing procedures, are efficient and non-discriminatory against service providers from EAC member states, thereby adhering to the requirements of Article 16 of the EAC Common Market Protocol.

2.2.6 Local By-Laws, Revenue Measures and Administrative Provisions Affecting the Common Market

An important part of this alignment assessment is examining Longido's own by-laws and practices such as the **Longido District Council Fees and Charges Regulations, 2021** that govern local trade and movement. The harmonization of domestic instruments with the provisions of the East African Community Common Market Protocol, as stipulated by Article 16(3)-(4), is of paramount importance. This article mandates that Partner States

guarantee the implementation of the Protocol's obligations at ***all levels of government.*** Consequently, within the Longido context, it is imperative that the District Council undertake measures to either eliminate or revise any regulatory framework that imposes an unwarranted impediment to cross-border interaction.

(a) **Revenue Collection Measures:** Longido District's revenue generation is derived from multiple sources, including market fees, permits, licenses, and a produce cess levied on agricultural and livestock products. Although legally authorized under Tanzanian law to finance local services, these revenue streams may present complexities for cross-border commerce. Notably, the 2021 Fees and Charges by-law's enactment of a produce cess at Namanga market imposes additional costs on traders exporting goods to Kenya. This provision contravenes the Common Market Protocol (Article 5(2)(a)), which mandates the ***elimination of fiscal barriers*** within intra-EAC trade. Any inconsistencies in Longido's fee structure, such as elevated fees on goods designated for export or discriminatory fees applied exclusively to non-residents, would constitute non-compliance. An approach aligned with the Protocol ***necessitates the uniform and transparent application of local taxes, maintaining them at minimal levels to prevent their de facto transformation into trade tariffs.*** Moreover, the standardization of permit requirements is crucial; Kenyan traders transporting cattle to Longido's auction should not be subjected to redundant and costly permit acquisitions not imposed on Tanzanian traders. While the Strategic Plan lacks explicit details on revenue measures, its emphasis on enhancing business turnover and market accessibility suggests an intent to promote rather than hinder trade. In accordance with the aforementioned Protocol, ***a formal review of Longido's current fee structure is recommended.*** This evaluation should be undertaken in collaboration with relevant national authorities to ensure strict adherence to the East African Community's provisions for the unimpeded movement of goods and services.

(b) **Local Administrative Provisions:** Regulatory measures beyond monetary charges implemented at the local level can hinder cross-border transit. Such measures encompass, but are not limited to, sanitary examinations, law enforcement traffic control points, and local legislation regulating the conveyance of particular goods, notably limitations on livestock transport during periods of epizootic disease. Article 5(2)(b) of the Protocol commits states to *"ease cross-border movement of persons"* and eventually implement ***"integrated border management"***. District officials of Longido are mandated to pursue collaborative initiatives with their Kenyan counterparts in Namanga, facilitating the exchange of information and the optimization of travel procedures. Any implementation of internal checkpoints or

supplementary documentation prerequisites for citizens of the East African Community by the district for purposes of security or migration oversight necessitates substantiation and communication in accordance with Article 7(5)-(6), which sanctions restrictions exclusively on the basis of public policy, security, or health. The 2020 occurrence involving divergent health mandates at Namanga, which precipitated a border deadlock, exemplifies the potential for uncoordinated regulations to hinder the principle of free movement. The proactive involvement of Longido's authorities, including the District Commissioner, in the resolution of this impasse accentuates the consequential impact of local administrative determinations, such as the acknowledgement of Kenyan COVID-19 test certifications and the alignment of operational hours, on adherence to the Common Market Protocol. Although the Strategic Plan did not anticipate the emergence of a pandemic, it underscores the significance of public health and community safety. In concordance with the obligations of the East African Community, all public health and security measures instituted by the district at the border must be commensurate and synchronized with East African Community partners to avert undue obstructions.

Therefore, it is imperative that the Longido district undertake the regular revision of its local regulations and administrative protocols. This is necessary to prevent the imposition of non-tariff barriers and the execution of actions that are discriminatory in nature. Positive steps would include: ***simplifying cross-border trade procedures at the local level, providing information and support to traders about EAC rights, standardizing fees, and working with higher authorities to harmonize regulations.*** Therefore, the Longido District is compelled to comply with the stipulations of the Protocol, which mandates that local administrative bodies facilitate the unhindered passage of commodities, persons, and services, aligning with the responsibilities delegated to the central government.

2.3 Assessment of the Longido District Fees and Charges By-law (2024) in Light of the EAC Common Market Protocol

The Longido District Fees and Charges By-law, 2024 (GN No. 559), sets out an extensive schedule of fees, charges, and local levies imposed on a range of goods, services, and cross-border economic activities within the district. While the By-law is enacted pursuant to the Local Government Finance Act (Cap. 290), its enforceability remains subject to superior

norms established under the EAC Common Market Protocol, which forms part of Tanzania's binding international obligations under Cap. 438.[10]

A close legal review of the By-law reveals several areas of substantive and procedural misalignment with the Protocol.

1. Violation of the Non-Discrimination Principle (Article 3)

Some provisions of the By-law differentiate treatment of traders and service providers based on place of registration, residence, or vehicle origin. For instance, Schedule O imposes distinct environmental fees on vehicles registered outside Tanzania—even when operated by EAC nationals—without a clear and objective justification.[11] Such differential treatment contravenes the principle of non-discrimination under Article 3 and must be repealed or revised to avoid nationality-based distinctions that are inconsistent with regional law.

2. Presence of Non-Tariff Barriers (Article 5)

Numerous levies imposed under the By-law such as cess on agricultural produce, fees on livestock movement, and levies on forest products function as non-tariff barriers (NTBs). These charges are not uniformly applied across the EAC, lack transparency, and increase the transaction cost of cross-border trade. In particular, the multiplicity of permits and levies contravenes Article 5(2)(a), which obliges Partner States to eliminate NTBs that hinder regional integration.[12]

3. Impediments to the Free Movement of Goods (Article 6)

The By-law introduces additional charges on goods transiting the district or crossing the border at Namanga. These include ad hoc charges on foodstuffs, livestock, minerals, and industrial products that are not harmonized with the EAC customs or standards regimes. Such fees violate the principle of free movement of goods under Article 6, especially where they are not transparently linked to a corresponding service or lack uniformity across Partner States.

4. Indirect Restrictions on Free Movement of Persons (Article 7)

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[10]Treaty for the Establishment of the East African Community Act, Cap. 438 (Tanzania).

[11] GN No. 559 – Longido District Council, Fees and Charges By-law 2024, Schedule O, p. 20.
[12] Minutes of Joint Border Officers Meeting, Namanga (2023), on 15 km cross-border movement corridor.

Some charges apply to individuals merely transiting or entering the district to engage in lawful cross-border economic activity. The requirement for licenses, health checks, or access permits—where imposed selectively or discriminatorily—can indirectly impede the free movement of persons, particularly for pastoralists and informal traders. A further concern relates to the 15-kilometre cross-border zone that was jointly agreed upon by Tanzanian and Kenyan border officers.[13] Residents on both sides of the border, particularly those from Namanga and its adjacent settlements, are permitted to move freely within this corridor for purposes of trade, social visits, and grazing. However, the enforcement of certain levies and inspection requirements within this radius has disrupted this arrangement and undermines the spirit of the bilateral coordination. For alignment with Article 7, the By-law should explicitly exempt persons within the 15 km corridor from such charges, in keeping with the joint administrative arrangements and EAC mobility guarantees.

5. Inhibitions to Cross-Border Service Provision (Article 16)

The By-law contains provisions that potentially limit service provision by EAC nationals, including blanket licensing fees and advertising restrictions for business entities operating from outside Tanzania. For instance, under Schedule I, entities seeking to invest in sectors such as telecommunications infrastructure, fuel stations, or hospitality services must pay flat fees—such as TZS 500,000 per telecommunications tower and 0.1% of investment capital for factories—without accommodation for cross-border recognition. Similarly, Schedule E imposes fixed advertising charges regardless of whether the service provider is already compliant with similar regulatory regimes in their home Partner State. These measures fail to comply with the Protocol's requirement under Article 16(1)(a) and (b), which obliges Partner States to remove restrictions on the free movement of services and allow nationals of other Partner States to supply services without discrimination. These measures fail to comply with the Protocol's requirement under Article 16(1)(a) and (b), which obliges Partner States to remove restrictions on the free movement of services and allow nationals of other Partner States to supply services without discrimination.

Recommendations for Compliance

To ensure conformity with the EAC Common Market Protocol, Longido District Council should:

- Conduct a legal audit of all levies and charges to assess consistency with EAC law.

[13] EAC Common Market Protocol, Article 5(2)(a).

- Remove or standardize fees that discriminate based on nationality or place of registration.
- Eliminate or reform charges that function as NTBs, especially those on food, livestock, and natural resources.
- Formally recognize and legislate the 15 km joint administrative corridor to exempt affected residents from restrictive fees and procedures.
- Establish a transparent and participatory process for revising by-laws, including stakeholder input from cross-border traders, transporters, and regional trade bodies.
- Coordinate with national authorities and the EAC Secretariat to ensure harmonization of local levies with regional frameworks.

2.4 Gaps, Risks of Non-Compliance, and Areas Requiring Harmonization

The analysis reveals that while both the Longido District Strategic Plan and the 2024 Fees and Charges By-law demonstrate a degree of rhetorical commitment to the objectives of the EAC Common Market Protocol, they exhibit substantive gaps that present legal, institutional, and economic risks of non-compliance. Notably, the Strategic Plan lacks tailored, actionable strategies for leveraging the Common Market's legal guarantees such as detailed frameworks for labour mobility, mutual recognition of services, and cross-border economic cooperation. At the same time, the 2024 Fees and Charges By-law imposes levies and procedures that contradict key provisions of the Protocol.

Specific examples from the by-law include:

- TZS 30,000–70,000 on agricultural produce per truck (Schedule K);
- TZS 500,000 per telecommunications tower and 0.1% of investment capital for factories (Schedule I);
- TZS 10,000 per square foot for illuminated advertisements, regardless of the trader's origin (Schedule E);
- Environmental fees on non-Tanzanian registered vehicles (Schedule O).

These fees are neither harmonized with EAC-wide obligations nor do they account for mutual recognition of approvals or services from Partner States. They pose non-tariff

barriers to trade and can amount to discriminatory treatment under Articles 3, 5, and 6 of the Protocol. As such, the cumulative effect of these legal and policy misalignments significantly constrains Longido's ability to operationalize the freedoms of movement guaranteed under the Common Market, while exposing the district to potential treaty violations under regional law.

These fees disproportionately impact EAC nationals and do not reflect harmonization with EAC standards or recognition of existing cross-border approvals. They may be construed as non-tariff barriers or discriminatory practices under Articles 3, 5, and 6 of the Protocol. Consequently, the district's current framework limits its capacity to fully leverage the benefits of regional integration and exposes it to potential liability under regional law.

1. Limited Explicit Strategies for Integration

The Strategic Plan acknowledges the relevance of the EAC Common Market but fails to set out targeted strategies for operationalizing its provisions. Beyond references to the Namanga OSBP, it lacks detailed frameworks for cross-border trade facilitation or collaboration with neighbouring Kenyan jurisdictions such as Kajiado County. This limits Longido's potential to integrate into regional value chains, promote labour mobility, or attract cross-border investment. To close this gap, it is recommended that Longido incorporate joint programming with Kenyan counterparts, establish cross-border development initiatives, and align investment promotion with EAC integration priorities.

2. Legal Gaps and Fragmentation

The 2024 Fees and Charges By-law and related ordinances omit any reference to EAC legal obligations or conformity safeguards. There is no embedded mechanism for harmonization, leaving room for regulatory conflict with Articles 3, 5, 6, 7, and 16 of the Protocol. The absence of internal legal audit provisions or an EAC compliance filter risks the enforcement of provisions that contravene the Treaty. These inconsistencies may give rise to disputes at the East African Court of Justice and erode investor confidence.

3. Regulatory Misalignment and Non-Tariff Barriers

The by-law imposes a range of levies such as produce cess, licensing charges, and inspection fees that are not harmonized with EAC standards and disproportionately burden cross-border economic operators. Traders, especially from Partner States, may interpret these as discriminatory or unjustified. Without systematic repeal or alignment of these instruments, Longido risks contravening Article 5(2)(a) of the Protocol, which obliges Partner States to eliminate non-tariff barriers. This may also provoke retaliatory measures or discourage the establishment of EAC nationals within the district.

4. Capacity and Awareness Gaps

There is a notable deficit in institutional capacity and awareness of EAC obligations at the district level. Officials and service providers may lack clarity on the rights of EAC citizens to establish businesses, provide services, or access employment under Articles 7 and 16. This institutional knowledge gap translates into inadvertent violations or administrative obstructions to regional freedoms. Accordingly, Longido should invest in training programs for public officials and develop outreach tools for informing the private sector and border communities about EAC Common Market guarantees.

5. Infrastructure and Administrative Coordination

Article 5 advocates for the implementation of an integrated border management system. A notable deficiency within the Strategic Plan is the absence of specific details regarding cross-border infrastructure development, beyond the mention of Namanga's advancement. Inadequate infrastructure on the Tanzanian side, such as roads, ICT systems for customs and immigration, or facilities for traders, could impede the free movement of goods and individuals despite policy alignment. Furthermore, discrepancies in operational hours or procedural practices between Longido and the Kenyan side of Namanga may diminish the effectiveness of the One-Stop Border Post (OSBP). Harmonization is imperative not only in legal frameworks but also in operational coordination. The plan could be enhanced with actions to improve border facilities, synchronize operating hours, aiming for 24-hour service as stipulated in Article 7(7), and integrate local systems with national one-stop border post systems. Rectifying these practical deficiencies would bolster compliance and maximize the advantages derived from the Common Market.

6. Institutional and Operational Disconnects

There is no established EAC coordination unit at the district level, OSBP, nor a mechanism for interfacing with PO-RALG or the Ministry responsible for EAC Affairs. Likewise, collaboration with Kenyan authorities on operational issues at the Namanga OSBP is ad hoc at best. Longido should institutionalize a local EAC coordination desk and establish routine bilateral meetings with border counterparts to ensure consistent application of regional commitments.

7. Strategic Harmonization and Reform Priorities

To address these gaps, Longido District should adopt a structured harmonization roadmap with the following priorities:

- **Legal domestication:** Revise all district by-laws to incorporate EAC Treaty and Protocol references and adopt a legal conformity clause.
- **Regulatory overhaul:** Eliminate or revise discriminatory fees and NTBs under Schedules K, O, and I of the Fees By-law.
- **Institutional structures:** Establish a dedicated EAC focal point within district governance.
- **Cross-border cooperation:** Formalize operational ties with Kajiado County and ensure protection of the 15 km bilateral corridor.
- **Capacity building:** Train officials and engage the private sector on EAC legal entitlements and obligations.
- **Infrastructure investment:** Upgrade border facilities, ICT systems, and align border procedures with OSBP principles.

Failure to address these gaps would impede Longido's legal compliance, constrain its regional competitiveness, and weaken its position in the evolving East African Common Market. However, through strategic reforms and deeper institutional cooperation, Longido District can position itself as a frontrunner in subnational implementation of the Common Market Protocol enhancing its economic resilience and regional integration outcomes.

Article	Longido District Compliance Summary
Article 3: Principles of the Common Market (Non-discrimination, MFN treatment, transparency, information-sharing)	While the Strategic Plan broadly supports equitable service delivery, it does not expressly prohibit discrimination on the basis of EAC nationality. Moreover, the Fees and Charges By-law introduces differential treatment against EAC nationals, especially through Schedule O, which imposes environmental fees on non-Tanzanian registered vehicles, without objective justification. This practice amounts to de facto discrimination and contravenes Article 3's requirement to treat citizens of all Partner States equally. Longido District largely adheres to the Common Market's principles through cross-border cooperation and integration of EAC objectives in local plans[14]. The district engages in joint

[14] Longido District Council. (n.d.). *Longido District Strategic Plan 2016/17–2020/21*. Retrieved from https://longidodc.go.tz/storage/app/uploads/public/59c/248/f51/59c248f51becc885839760.pdf

	border committees with Kenya to foster transparency and information sharing[15]. However, gaps in stakeholder awareness of EAC rules persist, indicating a need for further sensitization[16].
Article 6: Free Movement of Goods	The By-law establishes various local levies, including TZS 30,000–70,000 per truck on agricultural produce (Schedule K), which are not aligned with the EAC's trade facilitation principles. These charges act as non-tariff barriers (NTBs) and obstruct the seamless movement of goods between Longido and neighbouring Kenyan jurisdictions. The Strategic Plan fails to set out a roadmap for aligning local trade practices with Article 6 obligations, particularly in areas such as standardization, mutual recognition of documentation, and the streamlining of local inspection regimes. Longido District has bolstered free movement of goods by supporting the Namanga One-Stop Border Post, which significantly cut border crossing time and boosted cross-border trade[17]. The district's cross-border livestock and produce markets engage traders regionally, though unresolved issues like limited livestock trade facilities at the border still impede full compliance.
Article 7: Free Movement of Persons	Despite Article 7(7) of the Protocol calling for 24-hour operational capacity at border points, Longido's Strategic Plan does not commit to harmonizing border operating hours or facilitating joint border patrols and mobility-support services. Moreover, the lack of express exemptions for residents within the 15 km cross-border corridor who were authorized by joint border officials to move freely for trade, grazing, and social

[15] TradeMark Africa. (n.d.). *EAC member states to move freely along common boundaries.* Retrieved from https://www.trademarkafrica.com/news/eac-member-states-to-move-freely-along-common-boundaries/

[16] East African Community. (n.d.). *Enhance implementation of the Common Market Protocol, Assembly says, as it passes key report on border pastoralist communities.* Retrieved from https://www.eac.int/press-releases/733-enhance-implementation-of-the-common-market-protocol-assembly-says-as-it-passes-key-report-on-border-pastoralist-communities

[17] African Development Bank. (n.d.). *One-stop border post between Tanzania and Kenya: A symbol of East African integration.* Retrieved from https://www.afdb.org/en/success-stories/one-stop-border-post-between-tanzania-and-kenya-symbol-east-african-integration-36858

	visits represents an administrative gap that undermines the spirit of Article 7. The district facilitates free movement of persons in accordance with Article 7. The Namanga border crossing now operates as a one-stop checkpoint, simplifying travel for East African citizens. Furthermore, bilateral arrangements allow local communities (e.g. Longido–Ilbisil border zone) to cross freely without permits. These measures deepen socio-economic integration in the border region.
Article 16: Free Movement of Services	The By-law imposes licensing and advertising restrictions that adversely affect EAC service providers. Schedule I requires payments such as TZS 500,000 per telecommunications tower and 0.1% of investment capital for new business entries. Schedule E imposes uniform advertising fees regardless of origin or existing approvals within the EAC. These measures do not accommodate mutual recognition or licensing parity and thus contravene Article 16(1)(a) and (b), which prohibits restrictions on service provision by nationals of other Partner States. Compliance with Article 16 is advancing as Longido benefits from liberalization of services. The Namanga OSBP has spurred cross-border tourism and business services by significantly reducing administrative barriers. Local authorities encourage service-sector collaboration (e.g. in hospitality and trade facilitation), aligning with national efforts to progressively open service markets.

Table 1: Longido District Compliance Summary

CHAPTER THREE

IDENTIFIED CHALLENGES AND STAKEHOLDER RECOMMENDATIONS

3.1 Major Trade and Regulatory Challenges (2020–2024)

3.1.1 COVID-19 Pandemic Border Disruptions

The COVID-19 pandemic of 2020 caused severe and unprecedented disruptions to cross-border trade activities in Longido, particularly at the Namanga one-stop border post. In the pandemic's early stages, Kenya and Tanzania adopted divergent health protocols, including border closures, rigorous health inspections, and diagnostic testing requirements. Truck drivers were subjected to COVID-19 tests at the border and were required to await results before crossing, resulting in lengthy queues stretching for miles and delays lasting up to two weeks. More than 150 drivers tested positive and were denied entry, significantly impeding trade flows. These disruptions necessitated emergency diplomatic negotiations between the two countries in May 2020, leading to the eventual adoption of a requirement for negative test certificates before travel.

While these interventions were deemed essential for public health, they had extensive economic repercussions. Merchants in Longido suffered substantial losses due to the spoilage of perishable goods, escalation in transportation costs, and the near-collapse of cross-border market activity. The pandemic turned border points like Namanga into chokepoints rather than trade facilitators. Even after the peak of the crisis in 2021, residual measures such as redundant health documentation and inconsistent screening continued to obstruct the free movement of goods and persons well into 2022.

The pandemic highlighted the absence of a harmonized EAC-wide emergency response strategy. The lack of pre-agreed contingency protocols and mutual recognition of public health measures exposed cross-border trade to severe vulnerabilities. These constraints were not only operational but legal in nature contravening Article 7(5) of the EAC Common Market Protocol, which permits health-related restrictions only when they are necessary, proportionate, and non-discriminatory. Moreover, the continued use of such measures beyond the health emergency period effectively transformed them into non-tariff barriers.

The Longido experience underscores the urgent need for the EAC to develop standardized regional frameworks for handling public health emergencies. This includes harmonized testing protocols, pre-clearance systems, and guidelines for sustaining essential trade flows

during crises. Ensuring such resilience is crucial to protecting the regional economy from future systemic shocks.

3.1.2 Grain Export Controls and Restrictions

Between 2020 and 2024, the Tanzanian government intermittently introduced export controls on maize and other cereal grains, citing national food security concerns in response to fluctuating domestic production and volatile international commodity markets. These measures included revised export procedures, shifting quotas, and the introduction of burdensome permit requirements, which evolved into administrative barriers that restricted the free movement of goods.

Commercial operators in Longido were particularly affected due to the district's strategic position as a major conduit for cereal exports to Kenya. From mid-2021 and through 2022, traders were required to obtain specific authorizations and comply with quota systems before exporting maize. In July 2023, new tariffs and procedures were introduced and later criticized as excessive during parliamentary review, with agricultural stakeholders warning they imposed undue fiscal and logistical burdens.

The situation culminated in June 2023 when over 500 trucks carrying maize were detained at the Namanga border for nearly two weeks due to the lack of updated authorizations. The regulatory impasse arose as Kenyan authorities demanded documentation that had not yet been issued under the new Tanzanian framework. Estimated losses surpassed USD 1 million, and perishable goods deteriorated during the standoff. The issue required urgent diplomatic intervention to avert escalation and resulted in renewed commitments to uphold the East African Community (EAC) principles on free trade.

These export restrictions led to a reported 60% decline in Tanzania's maize exports in the second half of 2023 compared to the same period in 2022. The disruption not only created severe trade bottlenecks at Namanga but also undermined Longido's local economy, where many smallholder farmers and cross-border traders rely on maize and bean exports as their principal source of income.

Such controls, although grounded in national food sovereignty arguments, contravened regional obligations under the EAC Treaty, the Common Market Protocol, and the Customs Union Protocol. These instruments prohibit Partner States from enacting export bans and require them to dismantle non-tariff barriers (NTBs) that obstruct intra-EAC trade. Article 6 of the Common Market Protocol guarantees the free movement of goods, while Article 3 demands transparency and the fair application of trade measures. The lack of advance notice, inconsistent implementation, and opaque enforcement of Tanzania's grain

export policies violated these provisions and weakened confidence in the region's trade regime.

The Longido experience underscores the fragility of regional trade frameworks in the face of national protectionist impulses. It also highlights the need for a harmonized EAC-wide mechanism for managing essential commodity flows during food crises, with clearly defined safeguards that balance national interests against regional obligations.

3.1.3 Barriers to Livestock Trade and Animal Health Regulations

From 2020 to 2024, Longido's livestock trade, which is central to its economic livelihood, faced persistent and multilayered challenges rooted in both health-based restrictions and administrative inefficiencies. Livestock exports, particularly cattle and goats, required successful passage through stringent veterinary inspection regimes aimed at controlling transboundary animal diseases, especially foot-and-mouth disease, which is endemic in parts of northern Tanzania. The Tanzanian government maintained rigorous protocols, including vaccination records, quarantine conditions, and certification procedures.

While these protocols are vital for public and animal health, their enforcement has not been consistently harmonized across the East African Community. For example, Kenya frequently imposed comprehensive restrictions on the import of cloven-hoofed animals upon receiving regional disease alerts, even in cases where Longido was not directly affected. These blanket restrictions have disproportionately impacted Longido herders and traders, undermining their access to markets despite full compliance with Tanzanian health standards. Such actions contravene the EAC Sanitary and Phytosanitary Protocol and violate Articles 6 and 16 of the Common Market Protocol, which require proportional, risk-based, and non-discriminatory sanitary measures.

Export procedures themselves presented a further burden. Traders were required to secure clearances from local government authorities, district veterinary offices, and national agencies. The process, which remained largely paper-based, was prone to delays and inefficiencies. These delays frequently led to the expiration of veterinary certificates before livestock could be exported, creating bottlenecks and economic losses, particularly during peak seasons.

Infrastructure constraints at the Namanga border exacerbated the situation. Although the One Stop Border Post became operational in 2018, it was designed primarily for vehicle and passenger traffic and lacked dedicated facilities to support livestock trade. Essential infrastructure such as holding pens, watering points, and shaded areas for animals was absent. As a result, pastoralists were often forced to use unofficial border routes to avoid

delays, increasing the risk of disease spread and loss of animals, and exposing traders to harassment and confiscation.

Despite the presence of a regional framework for cross-border disease control, implementation has been fragmented. Coordination between veterinary authorities in Tanzania and Kenya remained weak, and no local mechanism existed for real-time information sharing or negotiating safe movement corridors during localized disease outbreaks. This led to repeated instances where disease events in other parts of Tanzania prompted sweeping trade bans affecting Longido without just cause.

In summary, the livestock trade between Longido and Kenya was impeded by a combination of non-harmonized animal health regulations, inefficient administrative procedures, and inadequate infrastructure. These conditions have been consistently raised by pastoralist communities and other local stakeholders as major obstacles to economic participation. Addressing them requires practical infrastructure improvements at the Namanga OSBP and closer alignment of national and regional veterinary protocols through full implementation of the EAC Sanitary and Phytosanitary framework and related trade facilitation instruments.

3.1.4 Delays and Administrative Hurdles in Trade Permit Processing

From 2020 to 2024, exporters operating in Longido District consistently encountered delays in obtaining trade permits and clearances due to fragmented and inefficient administrative processes. These delays arose from overlapping mandates among national and district-level authorities, the absence of an integrated digital system, and a heavy reliance on paper-based procedures. Traders were often required to engage separately with the Ministry of Agriculture, the Longido District Council, and customs officials for approvals related to maize and livestock exports. This multilayered system undermined the intended efficiency of the Namanga One Stop Border Post (OSBP).

The complexity of these procedures often translated into prolonged processing periods, with exporters facing wait times ranging from several days to weeks. For example, maize exporters needed to obtain documentation confirming cess payment from local authorities, followed by separate export permits from the Ministry, and then customs clearance. Delays in any of these stages could result in missed market opportunities, deterioration of perishable goods, and additional storage and transport costs. In one notable case in mid-2023, over a dozen grain trucks were halted at Namanga due to discrepancies in Kenyan import licensing, revealing the consequences of poor cross-border regulatory coordination.

Despite regional commitments to eliminate such barriers, some officials continued to enforce outdated regulations or imposed additional documentation requirements without legal basis. Traders frequently reported having to complete redundant paperwork for customs, immigration, and public health, often without guidance on the sequencing or validity periods of the documents. These inefficiencies are in direct conflict with Article 5(2)(a) of the EAC Common Market Protocol, which obligates Partner States to streamline administrative procedures to support trade. They also violate the provisions of the EAC Elimination of Non-Tariff Barriers Act, 2017, which legally mandates the removal of unnecessary documentation requirements and procedural delays.

Moreover, the absence of a single-window clearance system at Namanga further compounded the problem. Traders lacked a centralized portal through which to submit documents and track progress. This not only increased the administrative burden but also created opportunities for rent-seeking behavior. The lack of real-time communication between Tanzanian and Kenyan regulatory bodies resulted in misaligned enforcement and the inconsistent recognition of documents across the border.

In conclusion, the bureaucratic hurdles and delays in permit processing experienced in Longido pose a significant barrier to the region's participation in the EAC Common Market. Resolving these challenges requires the full implementation of a digital, single-window system for trade clearance and the harmonization of documentary requirements in line with regional commitments. These measures are essential for unlocking the full potential of the OSBP and ensuring compliance with regional trade facilitation obligations.

3.1.5 Local Non-Tariff Barriers: District Levies, Crop Cess and Licensing Overlaps

Beyond national-level regulations, cross-border trade in Longido has been subject to a range of district-level levies and sub-legislation that function as non-tariff barriers. These include produce cess, livestock transit fees, multiple licensing requirements, and other administrative charges imposed under the authority of local by-laws. While these measures are sanctioned by Tanzanian law for local revenue generation, their cumulative effect on cross-border traders has been detrimental, especially where implementation lacks harmonization with national and regional frameworks.

Of significant concern is the application of the crop produce cess on maize and beans destined for Kenya. Traders reported paying cess in Longido even when such goods had already been taxed at their district of origin, creating multiple charges on the same consignment. Though Tanzania's Local Government (Fees and Charges) Regulations, 2021 aimed to cap cess rates and enforce a one-point cess system, Longido has continued to apply these levies inconsistently. Article 6 of the EAC Common Market Protocol prohibits

fiscal measures that restrict the free movement of goods within the Community. Additionally, Article 3 forbids discriminatory practices, which are evident when external traders face duplicate fees not levied on local traders.

The 2024 Longido District Fees and Charges By-law (GN No. 559) introduced a variety of additional charges that have further complicated the cross-border trading environment. These include livestock movement fees (TZS 5,000 per head), sanitation levies (e.g., TZS 1,000 per head of livestock), tourism vehicle entry fees (up to TZS 100,000), and event permit charges for cultural groups. While these fees are framed as service-related, they may in practice operate as trade restrictions and violate the spirit of Articles 6 and 16 of the Protocol by imposing undue burdens on foreign or mobile service providers.

Historical practices prior to 2021 also reveal multiple redundant licensing requirements. Traders often needed a district business license, a separate transport permit, and an additional border clearance—all incurring independent fees. These processes directly contradicted the objectives of the EAC Common Market, which mandates the elimination of internal trade barriers. Although national reform efforts have tried to streamline such procedures, enforcement at the local level in Longido has remained weak.

Furthermore, reports of informal charges such as "special passage fees" collected by intermediaries and private landowners at communal watering points or through grazing corridors demonstrate the presence of unauthorized economic barriers. Such practices, though unofficial, significantly increase the cost of trade and compromise legal predictability for both smallholder and commercial actors.

The cumulative impact of these levies and licensing overlaps is to erode trade competitiveness, particularly for small-scale cross-border traders and pastoralists. They also diminish confidence in regional integration efforts and obstruct the legal commitments Tanzania has made under the EAC framework. A 2023 fact-finding mission by the East African Legislative Assembly to Longido highlighted these challenges, noting widespread lack of awareness about EAC rights and obligations at the community level.

To resolve these issues, it is essential that Longido District reviews its local by-laws to bring them into full compliance with national reforms and regional commitments. This includes repealing redundant charges, implementing a transparent and harmonized fee structure, and enhancing legal awareness among local officials and traders. Aligning local revenue practices with instruments such as the One Stop Border Posts Act of 2016 and the Non-Tariff Barriers Act of 2017 is critical to removing administrative and fiscal impediments to trade and ensuring that local governance structures facilitate, rather than hinder, regional economic integration.

3.1.6 Infrastructure Constraints at the Namanga Border Crossing

Border Despite the establishment of the Namanga One Stop Border Post (OSBP) in 2018, infrastructure limitations continue to hinder the efficiency of cross-border trade between Tanzania and Kenya. The OSBP was introduced to integrate customs and immigration procedures, reduce processing times, and eliminate duplicative inspections. While initial implementation showed promise, rising trade volumes between 2020 and 2024 have overwhelmed the facility's physical and technological capacity.

The Namanga OSBP handles an average of 150 to 200 freight vehicles daily, alongside passenger buses, informal traders, and livestock herders. During peak seasons, such as harvest periods and holidays, traffic congestion escalates significantly. In May 2022, a standoff over tariffs on Liquefied Petroleum Gas led to the accumulation of numerous tankers on both sides of the border, obstructing access and revealing the lack of adequate holding areas for delayed vehicles. A similar incident occurred in mid-2023, when permit discrepancies caused more than 500 maize trucks to accumulate at Longido, straining existing space and services.

The facility suffers from recurring power outages and unreliable internet connectivity, which directly impact the operation of scanners, document verification systems, and customs software. These technical disruptions regularly lead to delays or complete suspension of clearance activities, frustrating traders and undermining confidence in the OSBP system. Moreover, the post lacks dedicated infrastructure to support specialized commercial flows. Livestock, which is a major export commodity from Longido, does not have a designated inspection or holding facility at the border. As a result, many pastoralists are forced to use informal crossings, increasing the risk of disease transmission and undermining sanitary control efforts.

Perishable goods also face logistical challenges due to the absence of cold storage units or secure warehouses. Traders dealing in vegetables, meat, or dairy products often experience spoilage while awaiting clearance. Although the main Arusha–Namanga highway is in fair condition, feeder roads connecting Longido's hinterland to the border are poorly maintained. These routes become impassable during the rainy season, cutting off access for trucks and herders and severely limiting market participation.

The lack of gender-sensitive amenities at the border, such as clean restrooms and secure waiting areas, imposes disproportionate hardship on women traders, who often operate in informal markets or travel with dependents. This further underscores the need for inclusive infrastructure planning.

The East African Community's One Stop Border Posts Act of 2016 and regional partners such as TradeMark East Africa have emphasized the importance of balancing physical improvements with process optimization. However, Namanga's current infrastructure lags behind the increasing trade demands placed upon it. Upgrades must address both hard infrastructure such as expanded customs compounds, reliable utilities, and livestock facilities and soft infrastructure, including harmonized procedures, real-time data sharing, and coordinated response mechanisms.

Investing in comprehensive upgrades at Namanga is essential for Longido District to realize the full potential of its strategic geographic position. Priorities should include expanding the OSBP footprint, ensuring 24/7 electricity and internet connectivity, building livestock and perishable goods facilities, and improving rural road access. Without these changes, the border will remain a chokepoint rather than a facilitator of regional trade.

3.1.7 Cross-Border Security Risks and Informal Movement Restrictions

Security challenges and informal restrictions along the Namanga–Longido border region have substantially affected trade and movement. Longido District features a lengthy and porous border with Kenya, and while Namanga is the official crossing point, numerous unofficial tracks and routes are utilized by pastoralists and small-scale traders. This situation has generated concerns regarding smuggling, theft, and the potential influx of illicit weapons or persons. From 2020 to 2024, the Tanzanian Police's anti-stock theft unit (*Kikosi cha Kuzuia Wizi wa Mifugo*) recorded cases of cross-border livestock predation and held joint "good neighborliness" security discussions with Kenyan authorities to reduce cattle rustling and banditry. These unlawful actions present a considerable risk to traders – a herder transporting livestock toward Namanga may be subject to ambush by criminals, or choose to use circuitous routes to avoid perceived dangerous areas, thereby increasing travel time.

The clandestine transboundary movement of livestock, designed to evade fiscal obligations and regulatory controls, has consistently presented a considerable problem. Officials in Longido reported that a significant volume of cattle was being transported across the international border through unauthorized routes to secure higher prices in Kenyan markets, thus circumventing official export permits and corresponding fees. By 2019, this issue had intensified substantially, posing a major challenge to government authorities, which subsequently prompted the establishment of a principal, officially recognized livestock market in Namanga to incentivize traders to return to the formal regulatory system. Although the creation of this market in 2019 offered some mitigation, illicit trade continued, especially when formal regulations became excessively intricate due to stringent regulatory measures. Supplementary security-related restrictions were implemented during

periods of heightened terrorism alerts. While Namanga has been spared from direct attacks, authorities in both Kenya and Tanzania periodically increased the rigor of border security inspections in response to regional terrorist threats. This led to enhanced scrutiny of travelers and, at times, temporary closures of minor border crossings. This situation fostered an environment of uncertainty for cross-border transporters, who were obligated to navigate an increased number of police checkpoints and inspection patrols in border areas. Finally, informal restrictions at the community level also exacerbated these issues. As previously stated, Maasai pastoralists, who traditionally enjoyed unrestricted mobility, noted that the privatization of land on the Kenyan side of the border created new obstacles, with local landowners demanding transit fees or denying access to grazing lands. These unofficial barriers hinder the established mobility patterns that are essential to pastoral trade.

The Common Market Protocol of the East African Community facilitates the unrestricted movement of persons, labor, and goods, while the Treaty requires Partner States to cooperate on cross-border security. To this end, the EAC has implemented joint border patrols and intelligence sharing to align trade facilitation with the suppression of illicit activities. Although the Longido District did not experience substantial conflict from 2020 to 2024, existing security concerns necessitated continued vigilance. Merchants have requested a clear distinction between legitimate trade and smuggling to avoid the unwarranted criminalization of pastoral livelihoods due to indiscriminate enforcement. This complex relationship between security and trade led to ongoing challenges from both informal restrictions on movement, arising from criminal threats or localized, ad hoc measures, and formal regulatory barriers as previously detailed.

3.2 Stakeholder Recommendations

3.2.1 Feedback from Local Traders

Local traders in Longido consistently emphasized the urgent need to eliminate duplicative licensing requirements and reduce district-imposed fees such as crop cess and livestock levies. They argued that these measures not only inflate operational costs but also contravene Article 6 of the EAC Common Market Protocol, which mandates the removal of internal trade barriers. Many traders recommended replacing the current multi-agency, paper-based approval system with a simplified, digital one-stop permitting platform. This would align with Article 7 of the Protocol, which guarantees the free movement of persons and services within the Community.

In stakeholder consultations, traders reported long delays stemming from unclear regulatory procedures and inconsistent documentation requirements. They called for

enhanced access to accurate regulatory information through local information hubs or mobile applications. The introduction of a user-friendly digital platform would help demystify the permit process, reduce corruption, and improve planning for small-scale entrepreneurs.

Pastoralist communities raised concerns about cross-border livestock trade, particularly the inconsistent recognition of veterinary documents and the absence of a joint quarantine facility. They proposed bilateral coordination to establish mutual recognition of animal health certificates and the creation of a jointly managed quarantine zone at Namanga to minimize disruptions during disease surveillance periods.

Infrastructure improvements were also a major concern. Traders cited the poor state of rural roads leading to the border, lack of adequate storage and sanitation at marketplaces, and the limited space and facilities at Namanga OSBP. They advocated for targeted investment in feeder roads, upgraded trading areas, and gender-sensitive border amenities to better accommodate women traders.

In addition, small-scale vendors requested special arrangements for cross-border movement, including the recognition of a 10–15 kilometer cross-border economic zone where permit requirements and levies would be suspended or minimized. This would allow informal traders to operate within a limited area without the burden of full compliance procedures, consistent with emerging best practices in other EAC border communities.

A notable grievance raised by traders concerned the use of temporary travel documents. Previously, temporary passports issued on the Tanzanian side were valid for one year and allowed multiple entries. However, recent changes have reduced their validity to six months, and they are now limited to a single use. Once a trader crosses the border and returns, the document expires, requiring a new application for subsequent travel. This shift has increased the cost of doing business and introduced an additional bureaucratic burden for small-scale traders who frequently cross the border. Traders expressed frustration that this policy contradicts the Common Market Protocol's aim of facilitating the movement of persons and services within the EAC.

An underlying challenge identified across consultations was the limited awareness among local traders about the rights, protections, and opportunities provided under the EAC Common Market Protocol. Many small-scale traders were unaware of the specific provisions relating to the free movement of goods, persons, and services, which weakened their ability to assert their rights or challenge unlawful practices. This knowledge gap has resulted in underutilization of available regional mechanisms and limited public pressure

for compliance by local authorities. Traders emphasized the need for targeted capacity-building initiatives, including public legal education and community-based sensitization, to strengthen awareness and empower local stakeholders to engage effectively with regional trade frameworks.

Overall, the recommendations from local traders reflect a desire for practical, low-cost reforms that would operationalize the Common Market Protocol at the grassroots level. These proposals, if implemented, could significantly improve market access, lower transaction costs, and enhance the competitiveness of Longido's traders in the regional economy.

3.2.2 Input from District and Boarder Authorities

Input from District Authorities called for harmonized operating hours, integrated ICT systems, and recognition of inspection and certification standards across the border. Veterinary and immigration officers supported establishing joint facilities and unified protocols to streamline service delivery. Border officials further recommended enhanced joint security patrols and better information-sharing mechanisms between Tanzanian and Kenyan agencies to improve enforcement and reduce smuggling.

One challenge highlighted by border authorities was the limited understanding among local frontline officers of the EAC Common Market Protocol and its related instruments. This capacity gap was identified as a barrier to consistent enforcement and interpretation of cross-border trade rules. Without sufficient knowledge of regional obligations, some officials continue to apply outdated national regulations or impose additional administrative steps, inadvertently creating non-tariff barriers. Authorities stressed the need for continuous training and sensitization programs to build institutional awareness and promote uniform implementation of EAC provisions at the local level.

3.2.3 Recommendations from Regional Trade Bodies

The EAC Secretariat, TradeMark Africa, and the East African Business Council recommended adopting single-window systems, mutual recognition of licenses, and eliminating local-level NTBs such as district-specific fees. They urged Tanzania to accelerate implementation of the EAC NTB Act, 2017 and align local policies with regional trade facilitation instruments. The stakeholders also emphasized investing in border infrastructure and training for customs officers to improve understanding and enforcement of EAC rules.

3.2.4 Gender and Inclusion Considerations

Consultations revealed that women cross-border traders, youth entrepreneurs, and informal vendors remain disproportionately affected by ad hoc fees, limited access to regulatory information, and harassment at checkpoints. These groups often lack formal licenses and are unaware of EAC rights, making them vulnerable to discrimination. Article 3 of the Protocol prohibits unequal treatment, and Article 127 of the EAC Treaty mandates inclusivity. Longido's alignment efforts must therefore include targeted outreach, legal literacy programs, and simplified procedures that enable women and youth to benefit equitably from regional trade liberalization.

3.2.5 Linkages to Strategic Plan Implementation.

The challenges detailed above reflect shortcomings in the implementation of the Longido District Strategic Plan. Despite the Plan's recognition of Namanga's potential, it lacks actionable infrastructure investments, specific cross-border disease control coordination mechanisms, or provisions for joint trade facilitation programs. The Plan does not adequately integrate EAC policy implementation targets or align local development outcomes with regional integration benchmarks. Addressing these execution gaps is critical for advancing compliance with Articles 3, 5, and 6 of the Protocol and for unlocking Longido's strategic position within the EAC region. Strengthening the Strategic Plan to include trade facilitation objectives, regional coordination indicators, and NTB elimination targets would improve its utility in guiding Longido's alignment with the EAC Common Market.

CHAPTER FOUR

RECOMMENDATIONS FOR POLICY ALIGNMENT

4.1 Harmonizing Longido District's Revenue Collection and Licensing with EAC Common Market Protocol

The existing revenue collection and licensing practices in Longido District present significant inconsistencies with the obligations enshrined in the East African Community (EAC) Common Market Protocol. The imposition of overlapping permits, multiple cess fees and informal charges at local checkpoints has resulted in de facto non-tariff barriers. These measures increase the cost of cross-border trade, contravene principles of non-discrimination and inhibit the free movement of goods and services as required by Articles 3(2) and 5(2)(a) of the Protocol[18]. Stakeholders report repeated burdens, including duplicative permits and unauthorized local charges[19], which collectively compromise the district's legal obligations under regional integration frameworks.

Recommendations.

To correct this, the Longido District Council must amend its by-laws governing taxation and licensing. All redundant and discriminatory measures must be repealed. Specifically:

(a) **Local permits that mirror national or EAC requirements should be eliminated**. District authorities must accept nationally or regionally recognized licenses as sufficient for business operations. For instance, if traders already hold a permit from a national regulatory authority or an EAC-recognized document, the district should ***recognize such permit in lieu of a local license*** to avoid double licensing. The revised by-laws should clearly state that no extra local business permit is required for goods or services originating from other EAC Partner States beyond what is required of Tanzanian traders, upholding the Protocol's non-discrimination principle.

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[18] East African Community. (2009). *Protocol on the Establishment of the East African Community Common Market*. Retrieved from https://eacj.org/wp-content/uploads/2012/08/Common-Market-Protocol.pdf

[19] Business Registrations and Licensing Agency. (n.d.). *Blueprint for regulatory reforms to improve the business environment in Tanzania.* Retrieved from https://www.brela.go.tz/uploads/documents/sw-1631096805-Blue%20print.pdf

(b) **All duplicative cess fees must be abolished**, especially those applied to goods in transit. Where fees remain justified, they must be capped and standardized in accordance with national policies. The goal is to ensure that goods from, say, Kenya or Uganda are not subjected to extra local taxes when passing through or being sold in Longido, in line with the free movement of goods under Article 6 of the Protocol (as implemented through the EAC Customs Union laws). Cess rates that remain necessary should be standardized and capped according to national guidelines (e.g. Tanzania's 3% produce cess cap) and eventually phased down.

(c) **Ending Informal Charges:** Institute strict controls and transparency measures to ensure no unofficial "facilitation" fees are collected by local officials (such as militia or revenue collectors) from traders at border crossings or road checkpoints. All legitimate charges must be published and gazetted in accordance with the ***Fees and Charges Regulations 2021*** to uphold transparency and legality. This will operationalize the Protocol's transparency obligation and reassure traders that trade between Tanzania and Kenya via Longido will not be subject to unpredictable local costs. Any ***informal roadblocks or ad hoc fees*** identified through stakeholder reports should be removed immediately by order of the District Commissioner, in coordination with law enforcement, as they have no basis in law and directly impede free commerce.

Implementation Plan.

A phased approach is recommended to implement these reforms, with clear timelines and delegated responsibilities:

1. **Review and Drafting (Q3 to Q4 2025)**

Lead: Longido District Council.

By the end of the fourth quarter of 2025, the Council's legal unit together with the finance and trade teams will audit every existing by-law on local taxes, fees and licensing. This audit will be conducted in close consultation with the Ministry of Finance and the President's Office Regional Administration and Local Government to ensure alignment with national legislation and with the Ministry of East African Community Affairs for regional compliance. The Council will identify provisions that conflict with Articles 3, 5 and 6 of the EAC Common Market Protocol **for example**, any rule requiring multiple permits for a single activity or imposing more than one charge per commodity.

Draft amendments or entirely new by-laws will then be prepared to repeal or revise these conflicting provisions, thereby eliminating non-tariff barriers. Throughout this process,

local stakeholders like traders, pastoralists and business owners will be engaged to gather input of which many have already noted that paying multiple fees, levies and charges presents a serious obstacle. Their feedback will ensure the final draft addresses real-world challenges.

2. Approval and Adoption (Q1 2026)

Lead: Longido District Council

Oversight: President's Office Regional Administration and Local Government / Ministry of Finance.

In the first quarter of 2026, the Council will formally present the proposed by-law amendments at a full council meeting. Once local approval is secured, the amendments will be forwarded to the appropriate national authority (typically PO-RALG or the minister responsible for local government finance) for confirmation and gazettement, in accordance with Tanzanian law. The Ministry of Finance will issue any necessary circulars under the Local Government Finance Act to authorize changes in revenue collection, such as removing specific fees.

Simultaneously, the Ministry of East African Community Affairs will notify the EAC Secretariat of Tanzania's compliance measures, demonstrating local-level implementation of the Common Market Protocol. The EAC Sectoral Council on Trade has called on Partner States to harmonize or remove disparate local levies, and Longido's reforms will contribute directly to that regional objective. By the end of Q1 2026, the harmonized by-laws will be officially gazetted and in force.

3. Enforcement and Monitoring (Q2 2026 and beyond).

Lead: Longido District Council & Tanzania Revenue Authority.

Oversight: Ministry of East African Community Affairs

Starting in the second quarter of 2026, district authorities in partnership with the Tanzania Revenue Authority and border officials will enforce the updated by-laws. All checkpoints, administrative offices and market centres must comply with the new regulations where no unapproved fees may be charged to EAC traders and all licence requirements must follow the revised rules. At the Namanga crossing and other entry points, TRA officers will integrate the updated fee structure into operations, ensuring that only nationally sanctioned charges such as duties under the EAC Common External Tariff or Ministry-approved levies are applied.

The Ministry of East African Community Affairs will convene Tanzania's National Monitoring Committee on non-tariff barriers to collect trader feedback and swiftly address any resurgence of unofficial fees. By late 2026, a status report on Longido's alignment with the Common Market Protocol will be prepared for presentation at regional EAC meetings, showcasing Tanzania's commitment and helping to institutionalize these reforms. To reinforce understanding, sensitisation workshops will be conducted in Q2 and Q3 2026 for district officials and border agents, emphasising their legal obligation to facilitate seamless intra-EAC trade.

Institutional Responsibilities.

The successful implementation of this policy realignment rests on the coordinated engagement of key institutional actors, each with a distinct mandate and critical contributions:

1) **Longido District Council:** *Primary implementer.* Responsible for drafting and enacting the by-law revisions, and for on-the-ground enforcement within the district. The Council must train its revenue officers and law enforcement to abide by the new, EAC-compliant rules (for instance, ceasing collection of any abolished fees). It will also handle local outreach to inform traders of the changes.

2) **President's Office – Regional Administration and Local Government / Ministry of Finance:** *Oversight and support.* These bodies will guide the legal process for amending local financial regulations and ensure that Longido's revenue adjustments are consistent with national policy. They may need to adjust intergovernmental fiscal transfers to Longido if revenue is foregone for example, if produce cess is reduced or removed, the Ministry of Finance could consider compensatory budget support so that the district's service delivery is not adversely affected. Their approval is crucial for the by-laws to take effect.

3) **Ministry of East African Community Affairs:** ***Compliance monitoring and regional coordination.*** This Ministry will ensure that Longido's reforms meet the EAC Protocol standards and will communicate these efforts to the EAC Secretariat. It will use forums like the EAC's NTB reporting mechanism to confirm that local charges in Longido are no longer barrier to trade. The Ministry should include Longido's alignment progress in national Common Market implementation reports, showcasing adherence to Articles 3, 5 and 6 of the Protocol. It will also coordinate the National Monitoring Committee to verify that **no new non-tariff barriers** arise in the district.

4) **Tanzania Revenue Authority (TRA):** ***Enforcement at borders.*** TRA officers at the Namanga border post and other relevant checkpoints must integrate the revised local regulations. Since TRA is the interface for traders crossing the border, it can ensure that traders are not asked for any district-level fees aside from those formally sanctioned. If the District previously had arrangements to collect certain fees at the border, TRA will now discontinue that practice and only collect what is in line with the EAC Customs Union and Common Market rules. TRA's cooperation is also key in providing data to assess the impact of these reforms (e.g. increases in cross-border trade volumes once fees are lifted).

4.2. Reform of Excessive Local Fees Inhibiting Trade.

Longido District imposes overlapping fees and licenses that duplicate national and EAC charges, increasing costs for cross-border traders. Key examples include produce cess (capped at 3%) and livestock market fees, which are often reapplied as goods transit other districts. Traders also face duplicated business licenses and unofficial "facilitation" payments, especially at Namanga.

Legal Grounds for Reform:

The EAC Common Market Protocol (Articles 3, 5, and 6) prohibits internal barriers, including local charges that duplicate national tariffs. Tanzania's own reform agenda, including the 2018 Business Blueprint and 2021 Fees and Charges Regulations, supports removing unnecessary local levies. Longido's current practices violate both regional and national standards.

Proposed Reforms to Fee Structures:

a) **Eliminate duplicate fees** on goods already taxed at national or origin points.

b) **Exempt traders with national licenses** from paying additional local trade permits.

c) **Abolish informal charges** through strict enforcement and transparent fee schedules at checkpoints and markets.

d) **Introduce a unified, minimal fee**, if needed, to replace overlapping charges.

Implementation Plan:

Immediate term (0–6 months): Longido District Council must audit all trade-related fees and licenses, draft legal amendments to eliminate duplications (e.g., export cess), and publish an official fee schedule at all border points to curb illegal charges.

Short term (6–12 months): The Council must enact and submit revised by-laws for central approval, launch trader awareness campaigns, and coordinate with TRA to integrate any simplified levies ensuring national compliance and preventing the return of unauthorized fees.

Medium Term (1–2 years): The Ministry of Finance and Ministry of EAC Affairs will oversee enforcement of EAC-aligned reforms and assess their impact. A task force will evaluate trade growth and revenue changes, with possible fiscal support to Longido if needed to maintain services.

Long Term (3+ years): Longido Council must fully enforce the new by-laws, penalize violations, and embed reforms in its annual plans. Continued oversight by the Ministry of EAC Affairs, including audits and spot checks, will safeguard compliance and support seamless cross-border trade.

These changes align with Longido's development plan and enhance Namanga's competitiveness. A simplified fee system supports trade growth, reduces corruption, and complies with legal obligations.

4.3 Strengthening Joint Border Management Mechanisms at Namanga Border (Longido–Kajiado).

Namanga operates under the One Stop Border Post (OSBP) model established in 2018. The OSBP allows Tanzania and Kenya officials, customs, immigration, police, health, and others to work side by side. The EAC OSBP Act (2016) enables officers from both countries to conduct border control jointly and supports the Common Market Protocol goals of free movement of goods and services.

Despite the framework, full integration remains unrealized. Parallel inspections persist, agency working hours are not aligned, and ICT systems are not interoperable. These issues cause delays and create informal trade routes, reducing the efficiency of cross-border operations.

Key Challenges;

i. **Customs:** Duplicate processes persist due to the incomplete implementation of the EAC Single Customs Territory. Differences in regulations and lack of ICT integration between Tanzania's TANCIS and Kenya's iCMS delay clearance.

ii. **Immigration:** Exit and entry procedures are separate. Officers use different databases, causing repeated document checks and inconsistent service hours.

iii. **Sanitary and Veterinary Controls:** Agencies operate independently, causing duplicate inspections and delays for agricultural goods and livestock. There is no shared database or joint quarantine facility.

iv. **Security:** Law enforcement operates without a permanent joint command. Intelligence sharing is informal, creating risks for smuggling and trafficking.

Recommendations;

1. **Joint Inspections:** Both countries should implement *integrated inspection teams* so that customs, immigration, and other regulatory checks are conducted **once** (jointly) for each traveller or consignment. This means organizing mixed Tanzania–Kenya officer teams to simultaneously inspect cargo or documents, rather than sequential or duplicate checks. For instance, a single convoy inspection procedure can be adopted: a truck undergoes one stop where Tanzanian and Kenyan customs officers together examine the cargo, alongside one combined multi-agency team (vehicle inspectors, security, etc.), and agree on the findings. Such joint inspections will eliminate redundant clearance steps and reduce overall processing time. In cases where truly simultaneous inspection is impractical, the countries should adopt an "**immediate succession**" approach meaning back-to-back controls with no lag time, effectively still a one-stop experience for the trader

2. **Synchronized Operations;** Tanzania and Kenya must ensure all border agencies at Namanga operate on the same schedule, preferably 24 hours, given the high traffic. Differences in opening times either between the two countries or among agencies on the same side delay trade and must be eliminated. The OSBP Act, 2016, requires synchronized hours for adjacent posts. If full-day operations aren't feasible, both sides should agree on extended, matching hours (e.g. 6 a.m. to 10 p.m.) and publish them clearly. Agencies must also align shift changes and break times to avoid service gaps. This coordination ensures continuous, predictable service and a truly joint border experience.

3. **Integrated ICT Systems:** Efficient border management depends on fast, accurate, and secure information exchange. At Namanga, delays and duplications persist largely

because Tanzania and Kenya still operate parallel systems. To transform Namanga into a truly coordinated border, both countries must invest in integrated ICT solutions that allow real-time data sharing across all key agencies. The OSBP Act requires this level of digital cooperation to ensure seamless operations, reduced paperwork, and improved transparency.

a) **Customs Interconnectivity**: Link TRA and KRA systems so a single electronic declaration suffices for both sides. Data entered into Kenya's Trade Net, for example, should auto-populate Tanzania's system. Risk assessments and scan results must be digitally shared to eliminate duplication.

b) **Immigration Data Sharing**: Connect immigration databases so entry records, watchlists, and biometric scans are instantly visible to officers on both sides. This will eliminate repeated checks and strengthen border security.

c) **Joint Cargo Tracking**: Integrate the Regional Electronic Cargo Tracking System so both countries can jointly monitor cargo in transit, including real-time alerts for tampering or delays.

d) **Shared Communication Platform**: Create a secure digital space such as an OSBP intranet where agencies from both countries can log incidents, share documents, and coordinate responses.

4. **Harmonize Border Agency Procedures and Infrastructure Usage:** Tanzania and Kenya should adopt common operating procedures for all border processes and jointly manage the Namanga OSBP infrastructure. This includes standardizing inspections, customs valuation, forms, and handling of special goods to ensure consistency regardless of which country's officer is in charge. Border regulations must be reviewed and aligned to eliminate duplication and legal conflicts, as required by Article 5(2)(a) of the EAC Common Market Protocol. At the same time, all physical facilities such as inspection bays, scanners, offices, weighbridges, and warehouses should be treated as shared resources. Joint use of equipment and spaces improves efficiency, cuts costs, and ensures equal access. If needed, a bilateral agreement should guide the co-management and maintenance of these assets. This integrated approach will maximize the value of OSBP investments and reinforce Namanga as a single, unified border point.

5. **Joint Training:** To strengthen coordination and promote a unified operational culture, Tanzania and Kenya should institutionalize joint training for all border agencies. Customs, immigration, police, and related officials must regularly train

together on shared procedures, legal frameworks, and new systems such as updates to customs software or the EAC OSBP Regulations. Joint simulation exercises, including emergency drills for health or security incidents, will expose gaps and improve readiness. Staff exchange programs and peer shadowing can further enhance collaboration and understanding across agencies. Support from the EAC Secretariat and development partners can help provide targeted training on integrated border management, risk assessment, and ICT tools. These efforts will foster mutual trust and build a team that operates under common standards, procedures, and service expectations, making Namanga function as a truly integrated border post.

6. **Bilateral Coordination and Review Mechanisms:** Kenya and Tanzania should establish and strengthen a structured bilateral coordination framework to oversee operations at the Namanga border. This includes instituting a Joint Border Committee (JBC) comprising key officials from both sides such as customs, immigration, port health, police, and local administration which should meet regularly to address operational challenges, implement high-level directives, and ensure smooth collaboration across agencies. The JBC should track performance indicators such as clearance times, traffic volumes, and the frequency of joint inspections, and report findings to national ministries and the EAC Secretariat. In addition, annual high-level bilateral review meetings involving EAC Affairs ministries, heads of immigration and customs, and regional authorities should be convened to assess compliance with the EAC Common Market Protocol, identify legal or policy gaps, and evaluate the impact of reforms. This coordinated and continuous review process not only fosters accountability and responsiveness but also ensures that both countries manage evolving challenges together and uphold the goals of regional integration.

Legal Alignment

These reforms enforce the EAC OSBP Act and Common Market Protocol. They advance the Single Customs Territory by removing non-tariff barriers and aligning national practices with regional commitments. A bilateral MoU referencing these instruments can formalize cooperation and protect the rights of traders.

Implementation Timeline.

Immediate term (0–6 Months): Form a task force led by both countries' EAC ministries. Harmonizing working hours and creating a Joint Border Committee. Sign an MoU and

covering joint inspections and information sharing protocols, referencing the EAC OSBP Act to give it authority.

Medium term (6–18 Months): Begin joint inspections, integrate customs and immigration systems, and share infrastructure. Launch pilot ICT platforms. Adjust regulations to support shared use.

Long Term (18–36 Months): Evaluate reforms based on efficiency, revenue, and satisfaction. Institutionalize review meetings and border committee operations. Expand successful pilots and maintain infrastructure. Position Namanga as a model OSBP.

Lead Institutions; Ministries of EAC Affairs will guide implementation, Customs and immigration agencies will lead technical reforms while the EAC Secretariat and development partners will provide support, training and evaluation.

4.4 Regulatory Barriers to Cross-Border Trade in Longido District.

The East African Community (EAC) Common Market Protocol obligates Partner States to uphold non-discrimination and transparency in all trade-related rules and procedures (Article 3). These principles require that no EAC citizen face unequal treatment based on nationality and that all regulations affecting trade be clear, publicly accessible, and predictable. Despite these obligations, Longido District presents several regulatory barriers that obstruct cross-border trade with Kenya.

Key Challenges includes;

i. **Lack of Public Access to By-laws;** Local by-laws and trade-related fees in Longido are often not published or shared with traders. Market operators struggle to obtain clear information on applicable charges or permits. This lack of transparency not only violates EAC commitments but also contravenes Tanzanian law, which requires new local levies to be publicly notified within 15 days to be valid. When trade rules are not gazetted or posted online, foreign traders face uncertainty, which creates room for arbitrary enforcement and rent-seeking. This violates Article 3(2)(c) of the Protocol.

ii. **Unregulated Enforcement and Informal Fees;** Traders regularly report erratic enforcement practices, including demands for unofficial payments at checkpoints or during livestock movement. For example, pastoralists entering Tanzania from Kenya are often charged multiple unrecorded fees. These actions have no legal basis and create a non-transparent system vulnerable to discrimination. Local traders may avoid such costs while outsiders are forced to comply, breaching the non-

discrimination clause under Article 3(2)(a). The unpredictability discourages cross-border trade, particularly for women and small-scale traders.

iii. **Unclear Licensing Requirements and Fee Structures;** Foreign traders often face difficulties in understanding what licenses or permits are needed to operate or transport goods through Longido. Licensing requirements are not always clearly defined or are changed without adequate notice. For instance, in 2023, a sudden order requiring maize exporters to obtain new permits led to trucks being held at the border until presidential intervention. Sudden policy shifts and vague fee structures violate transparency obligations. Inconsistently applied charges can lead to duplicate payments and unnecessary penalties. The absence of fee schedules at border posts further worsens the situation.

iv. **Unequal Treatment of Foreign Traders;** Reports indicate that regulations are enforced more strictly on foreign traders than on Tanzanians. Kenyan pastoralists have reported being charged fees in Tanzania that are not imposed on locals. Even if laws appear neutral, implementation often reflects bias, undermining the equal treatment principle under the EAC Protocol. The absence of accountability mechanisms allows these disparities to persist unchallenged.

Recommendations

1. **Publish All By-laws and Trade Fees Online and On-site;** Longido District should publish all relevant by-laws, fee schedules, and trade requirements through official digital platforms and at border points. This includes updating websites or using national portals such as the Tanzania Trade Information Portal to provide clear, bilingual access to rules. Public display of fees and requirements at all trade points will ensure traders, local or foreign, understand their obligations and rights. New charges should only be implemented once publicly notified, in line with national law.

2. **Establish a Grievance and Complaint Resolution System;** A formal mechanism for handling trader complaints should be introduced at the Namanga One-Stop Border Post. This may include a help desk, toll-free number, and online form for lodging complaints about illegal charges or unfair treatment. The model used by Tan Trade, where complaints are routed to responsible agencies and addressed within clear timeframes, offers a practical example. Public reporting on complaint resolution can strengthen accountability and trust.

3. **Conduct Regular Stakeholder Dialogue Forums;** The district should host regular forums involving traders, local authorities, border officials, and trade associations from both Tanzania and Kenya. These engagements can identify problems and resolve disputes early. Longido can adapt existing practices from other border regions where similar dialogue platforms have proven effective. Such meetings promote regulatory fairness and improve the responsiveness of trade policy at the local level.

4. **Align Local Rules with EAC Standards**; Longido must ensure its trade regulations are consistent with EAC principles. This includes reviewing and amending any by-laws that impose additional burdens on non-Tanzanian EAC citizens. Distinctions between local and foreign traders should be eliminated unless based on objective and lawful criteria. The district should also link with regional platforms such as the EAC Non-Tariff Barrier Reporting System and the East African Trade Portal, enabling faster response to complaints raised at the regional level.

To fully comply with the EAC Common Market Protocol, Longido District must reform its local trade environment to reflect transparency and equal treatment. This involves publishing all relevant trade information, enforcing rules consistently, engaging traders regularly, and aligning district-level regulations with regional standards. By doing so, Longido can not only ease cross-border trade but also position itself as a model for regional integration and cooperative economic development.

CHAPTER FIVE

IMPLEMENTATION ROADMAP

5.1 Establishment of a District-Level Cross-Border Task Force for Policy Alignment

A dedicated Multi-Stakeholder Task Force based in Longido District should be established to oversee the alignment of local policies and by-laws with national law and the East African Community (EAC) Common Market Protocol. This body will serve as a district-level, cross-border coordination mechanism to ensure that Longido's regulations facilitate, rather than hinder, the free movement of goods, services, and people in the spirit of the EAC Common Market. By institutionalizing such a Task Force, Longido can systematically address regulatory barriers, uphold Tanzania's obligations under the EAC Treaty, and harmonize its local practices with those of its Kenyan neighbors.

5.1.1 Legal and Operational Basis

The Task Force should be formally constituted by a Longido District Council resolution, providing it with a clear legal mandate. Tanzania's *Local Government (District Authorities) Act* No. 7 of 1982 empowers district councils to establish committees (including joint committees with other authorities) for purposes of local interest. In line with this Act, the Longido District Council can pass a resolution to create the Task Force, thereby anchoring it in existing law and local government procedures. This legal basis ensures the Task Force's decisions and recommendations carry official weight. Moreover, it aligns with national governance frameworks by operating *under* the District Council's authority (as required by the 1982 Act), and it can be supported by Council resources and staff as needed.

Importantly, establishing the Task Force also helps fulfill Tanzania's commitments under the EAC Treaty (1999). Article 8 of the Treaty obliges Partner States to adopt necessary measures so that Community laws and protocols (like the Common Market Protocol) have force of law domestically. In practice, this means local governments must ensure their by-laws do not conflict with EAC provisions. By creating a formal Task Force to review and reform by-laws, Longido District demonstrates compliance with this *"general undertaking to implement"* EAC laws at all levels of government. The Task Force thus operates on a dual legal foundation: local authority from the District Council and alignment with supranational obligations from the EAC framework.

5.1.2 Membership Composition

To be effective, the Task Force should be inclusive and multi-disciplinary, bringing together key stakeholders from both the Tanzanian and Kenyan sides of the border. A broad

membership will ensure that all relevant perspectives are considered in harmonizing policies. The recommended composition includes:

- Longido District Council officials: Senior local government officials (e.g. the District Executive Director, Council Chairperson, and heads of relevant committees or departments) to provide leadership and ensure integration with district governance. These officials are responsible for local by-laws and will act as the link to the Council's decision-making processes.

- Tanzania Revenue Authority (TRA) representatives: Officials from TRA's border/customs offices in Longido (Namanga) to address issues related to taxes, duties, and fees. The TRA's involvement is crucial for reviewing local charges or fees (e.g. cess, permits) that might double-tax or impede cross-border trade. Their expertise helps align local revenue measures with national tax laws and EAC customs union rules.

- Border management and immigration officials: Personnel from border agencies (immigration, customs, port health, etc.) operating at the Longido–Kenya border. They can provide on-the-ground insights into how local regulations affect border crossing times and procedures. Involving these officials also facilitates cooperation with the Namanga One-Stop Border Post and ensures procedural harmonization with Kenya's border practices (which has already significantly reduced crossing times).

- Association of Local Authorities of Tanzania (ALAT) representative: A delegate from ALAT (the national association of local governments) to share best practices and ensure consistency with broader local government policy. ALAT's involvement situates Longido's efforts in the national context, and the representative can help communicate needs for legal reforms at higher levels or across other districts.

- Civil society and community representatives: Members from local civil society organizations (CSOs), such as trade-focused NGOs, women's business groups, pastoralist associations, or other community-based organizations in Longido. These representatives will voice the concerns of small traders, cross-border communities, and vulnerable groups, ensuring the Task Force's reforms are socially inclusive and address on-the-ground challenges (e.g. cumbersome licensing affecting informal traders).

- Private sector and trade association members: Leaders from the business community – for example, local traders' associations, transporters' unions, livestock marketers, tourism operators, and chambers of commerce. The private sector is directly affected by cross-border regulations; their input is vital for identifying by-laws that act as non-tariff barriers or increase the cost of doing business. Including trade association members ensures that proposed policy changes are practical and responsive to commercial realities.

- Kenyan county counterparts: Representatives from the county government bordering Longido (notably Kajiado County, Kenya, which shares the Namanga border). These counterparts could include Kajiado County officials or members of a similar cross-border committee on the Kenyan side. Involving Kenyan local authorities fosters cross-border collaboration, allowing both sides to synchronize their regulatory approaches. It operationalizes the EAC principle of cooperation by local authorities and helps preemptively resolve bilateral issues. For instance, joint participation can streamline customs and health inspection rules on both sides and ensure that any reforms in Longido are met with complementary actions in Kenya. This alignment with Kenya's county regulations will smooth out inconsistencies across the border and is in the spirit of the EAC Common Market's emphasis on harmonization.

This diverse composition will enable the Task Force to draw on legal, administrative, and grassroots expertise. It mirrors the *multi-stakeholder approach* recommended in the roadmap, which called for involving local officials, traders, legal experts, and even EAC representatives in reviewing by-laws. Each member has a clear role: local officials drive government action, national agencies ensure compliance with broader laws, communities and businesses flag real-world impacts, and Kenyan counterparts coordinate reforms across the border. Such a structure will enhance legitimacy and buy-in, as all affected parties have a seat at the table.

5.1.3 Mandate and Functions

Once established, the Task Force should be given a clear mandate through its founding resolution. The core mission is to audit, reform, and harmonize Longido's local regulatory framework in line with EAC integration requirements. Key functions of the Task Force would include:

- Auditing Local By-Laws for EAC Compliance: The Task Force's first task is to conduct a comprehensive audit of all existing district by-laws and regulations – especially

those governing trade, markets, fees, licensing, and movement of people or goods – to assess their compliance with national law and EAC protocols. This means scrutinizing whether any local provisions constitute Non-Tariff Barriers (NTBs) or discriminatory practices forbidden by the EAC Common Market Protocol. For example, local revenue by-laws imposing extra fees on cross-border traders or restrictive permits on non-resident business people must be identified and reviewed.

The EAC Common Market Protocol explicitly requires Partner States to *"eliminate tariff, non-tariff and technical barriers to trade"* (Article 5(2)(a)) and to refrain from discrimination based on nationality (Article 3(2)(a)). In light of these obligations, the Task Force will benchmark each by-law against the Common Market Protocol's provisions (e.g., free movement of goods, services, capital, persons) and relevant national laws, flagging any inconsistent or protectionist measures. This audit lays the groundwork by pinpointing which local rules need amendment or repeal. *(For instance, an earlier analysis noted that Longido's various fees – such as market access charges or permits – should be reviewed to ensure they are justified and non-discriminatory.)*

- Proposing Regulatory Reforms: Based on the audit findings, the Task Force will formulate recommendations to reform or harmonize local regulations. This includes drafting amendments to problematic by-laws or crafting new by-laws where gaps exist. The Task Force should propose regulatory changes that align Longido's framework with the EAC Common Market Protocol and national standards. For example, if a district by-law imposes a local cess on goods from Kenya that is not equally applied to Tanzanian goods, the Task Force might recommend abolishing or equalizing that fee to comply with the non-discrimination principle of the Common Market (CMP Article 3). If certain permits required in Longido duplicate national permits, it might suggest streamlining or recognizing Kenyan permits to facilitate trade.

  All proposals should aim to eliminate identified NTBs, simplify cross-border procedures, and ensure local rules *"harmonise"* with those of the EAC (per CMP Article 5's mandate to harmonize standards and policies). The Task Force can prepare draft amendment bills or council by-laws, complete with justifications, for consideration by the Longido District Council. Its recommendations may also include calls for action at the national level (e.g., if a conflicting regulation is set by central government, the Task Force can lobby through ALAT or ministries to address it). Ultimately, this function turns the audit's findings into concrete policy reforms on the ground.

- Overseeing Stakeholder Consultations: An essential part of the Task Force's mandate is to coordinate consultations with stakeholders throughout the reform process. Before finalizing any changes, the Task Force should gather input from those affected – local traders and business owners, community leaders, transport operators, as well as officials from relevant national agencies and neighboring Kenya. Organizing public forums or workshops will help validate which by-laws are causing difficulties and build consensus on the proposed solutions. The Task Force might hold quarterly stakeholder meetings at Namanga or Longido township, inviting border community members and even officials from Kajiado County, Kenya to discuss cross-border trade issues.

  This consultative approach ensures transparency and buy-in for reforms, echoing the Common Market Protocol's principle of transparency and information-sharing among Partner State. It also serves an educational purpose – informing local businesses about their rights under the EAC (e.g. free movement provisions) and informing officials about traders' experiences. By overseeing and documenting these consultations, the Task Force can adjust its recommendations to address legitimate concerns (for example, a proposed fee removal might need an alternative revenue solution for the district, which could be identified through dialogue with the Ministry of Finance or TRA during consultations). This inclusive process will make eventual implementation smoother and more effective.

- Liaising with National and EAC Bodies: The Task Force will act as a liaison platform connecting Longido District to higher levels of governance – specifically, relevant national ministries and the EAC Secretariat. On the national side, the Task Force should maintain communication with ministries such as the Ministry responsible for EAC Affairs (to report on integration issues), the Ministry of Local Government (for guidance on local authority law and by-law approvals), the Ministry of Industry and Trade, and others like Immigration or Agriculture as needed. This liaison role is crucial when the Task Force's work uncovers obstacles that require national intervention (for instance, if a national regulation or an interpretation of the EAC Protocol needs clarification or change). By regularly briefing these ministries, the Task Force helps ensure that local reforms dovetail with national policies and that any necessary approvals (e.g. by-law amendments often require Ministerial consent under Tanzanian law) are secured in a timely manner.

  Similarly, coordination with the EAC Secretariat and relevant EAC organs will keep the Task Force updated on regional directives and allow Longido to contribute to regional discussions. For example, if the EAC Secretariat issues guidelines on harmonizing local tariffs or if the EAC Council of Ministers adopts a directive under

Article 51 of the Common Market Protocol, the Task Force can translate that into local action. Liaising upward also means using EAC mechanisms for problem-solving: the Task Force can report persistent non-tariff barriers into the EAC's Monitoring System for NTB Elimination or seek technical support from EAC experts. In essence, this function ensures vertical integration – aligning Longido's on-ground implementation with national law and the broader EAC integration agenda.

Through these four key mandates, the Task Force will drive a systematic overhaul of Longido's local regulatory environment to meet EAC Common Market standards. Each mandate item corresponds to a critical step in the reform process: diagnose issues (audit), prescribe solutions (reforms), build consensus (consultation), and secure inter-governmental coordination (liaison). This comprehensive scope is necessary because aligning local laws with international obligations is both a technical task (reviewing legal texts) and a political one (negotiating among stakeholders and levels of government). By the end of its tenure, the Task Force should be able to report exactly which by-laws have been changed or introduced and demonstrate that Longido's regulatory framework is compliant with EAC Common Market Protocol provisions (e.g. no unwarranted NTBs, nondiscriminatory treatment of EAC citizens, recognition of standards, etc.).

5.1.4 Duration, Reporting, and Review

It is recommended that the Task Force be established with a 24-month renewable mandate. An initial two-year term (for example, 2025–2026) provides a realistic timeframe for the Task Force to accomplish its mandate. Within 24 months, the Task Force can thoroughly review by-laws, conduct consultations, propose and help enact reforms, and start monitoring outcomes. This duration recognizes that policy alignment is a gradual process requiring sustained technical work and coordination. Quarterly progress reports should be a requirement, with the Task Force reporting to the Longido District Council (and copying relevant national bodies) every three months on activities, findings, and any support needed. Quarterly reporting creates accountability and allows the Council and stakeholders to track momentum. Additionally, an annual review at the end of the first year should be conducted – the District Council (in coordination with the Ministry of Local Government and Ministry of EAC Affairs) would evaluate the Task Force's progress against its objectives and adjust its mandate if necessary. This could include refreshing the Task Force's membership, refining its terms of reference, or extending its tenure.

The two-year term strikes a balance between urgency and realism. On one hand, it signals urgency – the Task Force is not a permanent bureaucracy, but a focused initiative meant to deliver results within a set period. This can motivate members to achieve quick wins

(such as identifying obvious NTBs and drafting amendments within the first year). On the other hand, a 24-month horizon is realistic given technical coordination needs: aligning local by-laws with the EAC Protocol involves legal drafting (which may require expert legal input and approvals), negotiating changes with various stakeholders (which takes time, especially if fees or revenues are affected), and coordinating with national and regional authorities (which can be slow due to bureaucratic processes). A shorter term (e.g. 6 or 12 months) would likely be insufficient to complete the full cycle of reform from audit to enactment. Therefore, 24 months provides the Task Force adequate time to do its work thoroughly, while the possibility of renewal offers flexibility to continue if needed. If by mid-2027 the objectives are not fully met or new issues emerge (such as new EAC directives or unforeseen barriers), the District Council can renew the mandate for an additional term, ensuring continuity.

During its operation, the Task Force's quarterly reports and the annual review will also serve as learning and adjustment tools. For example, after the first quarterly report, the Council might realize additional budget or expertise is needed (perhaps hiring a legal consultant to assist with drafting by-law amendments) and can allocate resources accordingly. The annual review might find that some mandates (like stakeholder consultation) need more time or that certain national-level bottlenecks require escalation to higher authorities (e.g. if a conflicting central government regulation hasn't been resolved, perhaps the issue should be forwarded to the EAC Ministry or even the EAC Secretariat through official channels). These reviews justify the term by providing checkpoints to realign strategies, demonstrating that the Task Force is not a static entity but an adaptive one.

In summary, a two-year, renewable mandate with regular reporting is justified by the complexity of coordinating across local, national, and regional levels. It acknowledges the technical work involved in legal harmonization and the time needed for consensus-building, while also embedding mechanisms for accountability (reports) and evaluation (annual review). Through this structured timeframe, the Task Force is expected to deliver meaningful outcomes – by the end of its mandate, Longido District should have updated its by-laws and administrative practices to be fully compliant with national law and the EAC Common Market Protocol (particularly the key provisions of Articles 3 and 5 of the Protocol), thereby fostering a more enabling environment for cross-border trade and integration.

5.2 Structured Model for Stakeholder Engagement and Consultation

Achieving policy harmonization between Longido District and the East African Community (EAC) regional trade frameworks requires a **people-centered, participatory approach**. This

section proposes a structured stakeholder engagement model to ensure all relevant actors – from local authorities to regional bodies and community groups – are actively consulted. By embedding regular forums and an advisory mechanism, Longido can align its local trade policies with EAC standards while securing broad buy-in. The model includes identification of key stakeholders, tailored consultative platforms, supportive legal frameworks, and formal tools to institutionalize cooperation.

5.2.1 Stakeholder Categories and Roles

To support harmonization, **inclusive engagement** must span multiple levels of government and society. The key stakeholders can be categorized as follows:

- **Local Government Authorities:** *Longido District Council* (Tanzania) and officials from *Kenya's Kajiado County* – responsible for local trade regulation and cross-border coordination. They implement and adjust local by-laws to comply with EAC trade protocols, and directly address grassroots trade issues. Notably, local governments are empowered to promote community welfare and involve citizens in development, making them critical facilitators on the ground. The East African integration process has already recognized local authorities (e.g. the East African Local Governments Association) as active participants in EAC activities.

- **National Agencies:** *Tanzania Revenue Authority (TRA)* – oversees customs and revenue collection at the Namanga border (Longido), ensuring that procedures align with EAC customs union rules. *Ministry of East African Community (EAC) Affairs* (Tanzania) – the lead ministry for regional integration, providing policy direction so that Longido's initiatives conform to EAC commitments and facilitating communication with EAC organs. (Kenya's counterpart agencies, such as KRA and Ministry of EAC, would be engaged via Kajiado County to synchronize cross-border measures.)

- **Regional Institutions:** The *EAC Secretariat* – offers guidance on EAC trade frameworks and treaty obligations, and can mediate to ensure Longido's local policies harmonize with regional agreements. The EAC Treaty explicitly calls for **continuous dialogue** between the Community's institutions and stakeholders at national and regional levels. In practice, the Secretariat (through mechanisms like the annual EAC Secretary-General's Forum) works with Partner States' ministries to convene multi-stakeholder discussions. Its involvement in Longido-Kajiado forums would help align district-level actions with EAC policies and identify any inconsistencies with the Common Market Protocol or Customs Union.

- **Civil Society and Community Groups:** Local **Civil Society Organizations (CSOs)** (e.g. NGOs focusing on trade, governance, or border community development) and **women's and youth trade groups** (such as cross-border market women associations, youth entrepreneur networks) are essential to ensure the process is *people-centered*. These groups voice the concerns of small traders, informal vendors, and marginalized demographics, especially given that women constitute a large share of informal cross-border traders. The EAC Treaty and strategy emphasize broad stakeholder participation – including women, youth, and the private sector – in the integration process. Engaging these groups in consultations will highlight on-the-ground obstacles (e.g. harassment at borders, lack of market information) and generate community-driven solutions.

- **Private Sector and Business Associations:** Traders and business owners operating in Longido (and neighboring Kenyan areas), along with their associations (e.g. local chambers of commerce, transporters' associations, livestock traders' cooperatives), form a core stakeholder group. They bring practical insights on trade barriers and can champion reforms. At the regional level, bodies like the *East African Business Council (EABC)* or national private sector foundations can be involved to ensure consistency with broader private-sector views. The EAC has recognized such business organizations as key partners – for instance, the EABC and other professional bodies have long participated in EAC policy activities. Their involvement helps **improve the business environment** by identifying procedural bottlenecks and monitoring the implementation of agreed decisions.

5.2.2 Consultative Engagement Platforms

A multi-tier engagement structure is proposed to facilitate regular and meaningful consultation among the above stakeholders. This structure balances **frequent cross-border dialogue**, in-depth sectoral problem-solving, and ongoing advisory input within the implementation Task Force:

- **Quarterly Cross-Border Consultative Forums:** On a quarterly basis, Longido District officials, Kajiado County officials, border agency representatives (TRA and their Kenyan counterparts), local business leaders, and CSO/trader group representatives will convene in a joint forum. These forums, possibly held alternately in Tanzania and Kenya or at the Namanga one-stop border post, serve as a platform to discuss **immediate trade facilitation issues** and coordinate policy implementation at the local level. The agenda would include reviewing any new regulations from either

country or the EAC, addressing non-tariff barriers experienced by traders, and ensuring local bylaws or county ordinances do not conflict with EAC obligations.

This regular interaction echoes the EAC Treaty's mandate for *"continuous dialogue with the private sector and civil society at the national level and at that of the Community"*. By instituting a quarterly schedule, the forums ensure persistent attention to harmonization – minor disputes or inconsistencies can be resolved in real-time, and **trust-building** is fostered between border officials and traders. Minutes and action points from each meeting will be documented and shared with the national EAC Ministry and EAC Secretariat for follow-up, creating accountability for agreed reforms.

- **Bi-Annual Sector-Specific Roundtables:** Twice a year, targeted roundtables will be held focusing on specific sectors or trade themes that are vital to Longido and the cross-border economy. For example, one roundtable could center on **livestock trade and animal products** (a key sector in Northern Tanzania/Kajiado) and involve veterinary officers, livestock traders associations, and standards agencies from both countries. Another could focus on **small-scale agricultural trade and women traders**, or on **tourism and craft products** if relevant.

  These roundtables bring technical experts and stakeholders together to dive deeply into sectoral regulations – identifying misaligned standards, duplicative fees, or procedural hurdles that impede that sector's cross-border trade. By convening these semi-annually, the model allows time for implementing recommendations and observing outcomes before the next meeting. The **sector focus** also means national line ministries or regulatory bodies (e.g. Tanzania's Ministry of Agriculture or Bureau of Standards, Kenya's counterparts) can be invited for that session to ensure high-level support for solutions. Outcomes might include harmonizing specific permit requirements, mutual recognition of certifications, or joint training programs for traders in that sector. These specialized dialogues complement the broader quarterly forums by ensuring technical alignment in each industry, feeding detailed findings into broader policy adjustments. They also reflect the consultative ethos of Tanzania's trade policy, which calls for involving all relevant parties (public and private) in addressing trade barriers in various economic sectors.

- **Permanent Advisory Committee (embedded in Task Force):** A standing *Stakeholder Advisory Committee* will be established within the institutional structure overseeing the roadmap implementation (the Task Force). This committee will be composed

of **representatives of each major stakeholder group** – e.g. one representative each from Longido District Council, the TRA border offices, the Ministry of EAC Affairs, a representative of local CSOs, a women traders' leader, a youth entrepreneur representative, and a member from the EAC Secretariat or EAC local office. The Advisory Committee's mandate is to **attend Task Force meetings in an advisory capacity**, review policy proposals, and ensure that decisions on harmonization incorporate stakeholder perspectives.

In practice, before the Task Force finalizes any harmonization measure (such as adopting a new cross-border trade procedure or amending a district by-law), the Advisory Committee would provide input or raise concerns. Embedding this committee ensures stakeholder consultation is not ad-hoc but *institutionalized* – it creates a formal feedback loop throughout implementation. This approach is backed by the EAC Treaty's provisions that the EAC Secretary General (and by extension, implementing bodies) *"shall provide the forum for consultations between the private sector, civil society organisations, other interest groups and appropriate institutions of the Community"*. Likewise, Tanzania's commitment to participatory governance at local levels means the Task Force benefits from community voices in its core deliberations. The committee would report to the Task Force chair and could have a rotating lead (perhaps a respected community business leader) to facilitate discussions. Its presence will lend legitimacy to the harmonization process, improve transparency, and help identify unintended consequences early by vetting changes through those who are affected on the ground.

5.2.3 Enabling Legal and Policy Frameworks for Participation

Several legal frameworks support and indeed **mandate stakeholder participation** in policymaking and implementation. These provide the authority and justification for Longido and its partners to engage stakeholders in harmonizing local and regional trade policies:

- **EAC Treaty (Articles 127–129):** The Treaty for the Establishment of the EAC enshrines a participatory approach to regional integration. Article 127 commits Partner States to *"provide an enabling environment for the private sector and civil society to take full advantage of the Community,"* including **promoting continuous dialogue** with these groups. Article 128 calls for strengthening the private sector's role in economic development, and Article 129 urges cooperation among business organizations and professional bodies. Notably, Article 129(2) directs the EAC

Council of Ministers to *"establish modalities [for] business organisations or associations, professional bodies and the civil society in the Partner States to contribute effectively to the development of the Community"*. These provisions legally underpin the inclusion of traders' associations, local business federations, and CSOs in consultation forums. In other words, Longido's stakeholder engagement model isn't just good practice – it is **in line with the EAC Treaty obligations** that emphasize a people-centered integration process.

- **Tanzania's Local Government (District Authorities) Act 1982:** Tanzania's domestic law provides for participatory governance at the district level. Under the Constitution (Article 146) and the District Authorities Act, local councils are charged with *"empowering citizens to participate in social and economic development"* and promoting the welfare of their communities. This legal mandate means Longido District Council must engage local stakeholders (community members, civil society, business groups) in decision-making, especially on developmental initiatives like improving trade facilitation. The Act establishes mechanisms such as district consultative committees and requires transparency in formulating local development plans. By leveraging this framework, Longido can justify forming multi-stakeholder forums and including non-state actors in the Task Force – as part of its legal duty to involve the public in local governance. Essentially, the Act ensures that **policy changes at the district level (even if driven by EAC integration goals) must be consulted with the people** – reinforcing the need for the engagement structures proposed.

- **National Trade Policy (Public-Private Dialogue Provisions):** Tanzania's National Trade Policy (e.g. the 2003 Trade Policy and its 2023 revised edition) places heavy emphasis on public-private dialogue and inclusiveness in trade reforms. The policy development process itself was consultative, with a technical committee comprising public, private, and civil society representatives. The policy vision recognizes the private sector as the *"engine of growth as well as partner in the formulation and implementation process"*, elevating the role of private actors in trade decisions. In implementation, the policy calls for institutionalizing forums where government and private sector regularly interface on trade issues – for instance, through the Tanzania National Business Council and similar platforms for dialogue.

  The **National Trade Policy Implementation Strategy** explicitly sets targets for improving consultative dialogue by 2025, noting that existing structures did not provide enough platforms to discuss trade competitiveness issues. It includes actions like establishing *"public-private consultative dialogue for suitable trade financing*

mechanisms" and enhancing overall PPD by 2033. These provisions support the creation of quarterly forums and roundtables in Longido as a **localized extension of national PPD efforts**. They also align with WTO trade facilitation commitments to involve stakeholders (e.g., National Trade Facilitation Committees typically include private sector members). By referencing the national policy, Longido's Task Force can secure higher-level buy-in for its consultative approach – framing it as part of Tanzania's commitment to an inclusive trade policy process.

5.2.4 Formal Instruments and Collaboration Tools

To operationalize the engagement model and solidify cooperation, several formal tools are recommended. These instruments will provide **institutional memory, clear expectations, and accountability** for the cross-border harmonization initiative:

- **Memorandums of Understanding (MoUs):** A formal MoU should be signed between Longido District Council and Kajiado County (and potentially involving national border agencies) to establish a *cross-border collaboration framework*. The MoU would outline roles and responsibilities in harmonizing regulations – for example, agreements to share information on by-laws and EAC regulations, to jointly address non-tariff barriers, and to recognize each other's local trade licenses where feasible. Such an MoU creates a **flexible but binding framework** for regular communication and problem-solving. This approach has precedent in the region: for instance, Uganda and the D.R. Congo signed an MoU in 2018 to create a bilateral framework for enhancing cross-border trade cooperation.

  That MoU's provisions included cooperation on eliminating NTBs and even allowed direct engagement between local authorities of each country on trade matters. By drawing on a similar template, Longido and Kajiado can formalize their partnership, ensuring political support and continuity beyond individual projects or leadership changes. The MoU could establish the quarterly forum as a recognized entity (with co-chairs from each side) and link it to national EAC ministries for support. It may also cover resource commitments – for example, agreeing to allocate budget for joint trainings or to set up a secretariat for the forums.

- **Joint Border Trade Charter:** To complement the MoU, the stakeholders should develop a **Cross-Border Traders' Charter** specific to the Longido (Tanzania) – Kajiado (Kenya) border community. This would be a public document – ideally displayed at the Namanga border post – enumerating the *rights and obligations of*

traders and officials. For example, the charter can state principles such as "traders shall be treated with dignity and without harassment or gender-based violence" and "officials must clearly identify themselves and provide receipts for any fees." It can also outline traders' responsibilities like declaring goods honestly and respecting border regulations.

The idea of a traders' charter has been gaining traction in the EAC as a tool for transparency and protection of small traders. Indeed, the EAC Secretariat and Trade ministries have considered a formal Cross-Border Trade Charter that, among other provisions, would require all border officials to wear identification badges and prohibit male officers from conducting body searches on female traders. This initiative, endorsed by EAC Heads of State, is aimed at *accountability and gender-sensitive practices* in border management. By adopting a local charter, Longido and Kajiado can pilot these principles. Such a charter would be developed in consultation with women trader groups and customs officials to ensure buy-in. Once in place, it serves as a **mutual social contract**: traders gain assurance of fair treatment, and authorities gain clarity on expected conduct. International best practices suggest that posting a charter at the border is a first step toward creating transparent, predictable, and safe trading conditions. The charter can be paired with training sessions (through the quarterly forums) to instill its tenets in day-to-day operations.

- **Participatory Monitoring Scorecards:** To continually track progress and maintain accountability, the Task Force should implement a participatory monitoring and evaluation tool – for instance, a *"cross-border trade scorecard"* or community monitoring scorecard. This involves developing simple performance indicators for the harmonization process (e.g. average time for border clearance, number of joint issues resolved, trader satisfaction levels, frequency of reported harassment incidents) and then having stakeholders regularly **assess and score these indicators**. A mixed team of CSO members, trader reps, and officials could administer a survey or hold focus groups each quarter, scoring the quality of services and compliance with agreed standards.

  The results would be compiled into a scorecard report discussed at the next forum, highlighting improvements and persisting gaps. Participatory scorecards are a well-established tool in governance – they *"generate information on the quality of public services"* by incorporating direct user feedback.

  In this context, a scorecard empowers traders and local businesses to voice satisfaction or concerns in a structured manner, and it puts constructive pressure on agencies to improve. For example, if the scorecard reveals low satisfaction with how

export permits from Longido are recognized in Kenya, the Task Force can investigate and address that specific issue. Likewise, if an indicator shows that few women traders are aware of the charter's provisions, targeted awareness campaigns can be launched. The scorecard process itself can be facilitated by an impartial actor (perhaps a local NGO or a development partner) to ensure credibility. Over time, these scorecards will serve as a **participatory M&E mechanism**, feeding into annual evaluations of the roadmap implementation. They also create a sense of joint accountability – all stakeholders can see, in one snapshot, where harmonization efforts are succeeding or falling short.

5.3 Auditing and Amending Local Trade-Related Regulations for EAC Compliance

To fully align Longido District's local regulations with the EAC Common Market Protocol, a comprehensive legal audit and amendment process is required. This involves identifying key trade-related by-laws, assessing their compliance with regional obligations (non-discrimination and free movement), and then formally amending those by-laws through the proper legal channels. The goal is to eliminate any local provisions that act as non-tariff barriers or otherwise contravene the EAC Protocol's requirements of equal treatment and market openness. In particular, Articles 3, 5, and 6 of the EAC Common Market Protocol oblige partner states to ensure no discrimination based on nationality and to guarantee free movement of goods and persons by removing internal trade barriers. Article 6 specifically mandates the elimination of tariff and non-tariff barriers and the harmonization of standards to facilitate trade in goods within the Community. Therefore, Longido's by-laws must be audited and updated to uphold these principles.

Critical By-Laws for Review: The audit should begin by pinpointing local regulations most likely to impede cross-border trade or conflict with EAC rules. Key areas include:

- **Trade Licensing By-Laws:** Regulations governing business or trade licenses should be examined to ensure they do not impose additional burdens on non-resident traders or add extra local fees on top of national licensing requirements. Any local licensing fees or requirements that raise costs exclusively for cross-border business (for example, adding local charges on a costly national import license) would constitute a barrier to trade. Amendments may be needed to ensure licensing rules are uniform and non-discriminatory for all EAC citizens, in line with Article 3 of the Protocol's non-discrimination clause.

- **Livestock Transit Permits:** By-laws requiring permits or fees for moving livestock across the district (or the border) are critical to review. Cumbersome permit

processes or transit fees can delay livestock trade and act as non-tariff barriers. Indeed, past assessments noted that complex permit requirements in livestock trade have caused delays. The audit should identify if Longido's current livestock movement permits or veterinary certificates are **duplicative** or stricter than EAC standards. If so, these should be simplified or harmonized so that healthy animals with proper national certificates can move freely, consistent with the Protocol's free movement of goods. Any permit system retained must be streamlined to avoid unnecessary administrative hurdles.

- **Local Cess and Revenue Collection By-Laws:** Longido District's revenue collection mechanisms (such as market fees, produce cess, or transit fees on goods) require careful scrutiny. While local governments are empowered to collect fees for services, such charges must not indirectly re-impose tariffs or discriminate against out-of-district traders. The audit should catalog all fees imposed on goods entering or leaving Longido. Excessive or trade-specific fees – for example, a "market access" fee charged only to goods headed for export – would violate the **free movement of goods** principle and should be amended or abolished. Conducting a comprehensive audit of these by-laws will ensure that any charges are justified and **non-discriminatory**, as required by Article 6 of the EAC Protocol. If a fee cannot be justified as a payment for a legitimate service, it likely constitutes a prohibited barrier and must be removed or reduced.

- **Health and Inspection Controls:** By-laws related to public health, animal health, or plant health inspections for traded goods are another priority. Longido may have local regulations on veterinary inspections, meat hygiene, crop inspection, or similar controls for goods crossing the district. While protecting health is important, these regulations must be aligned with EAC-sanctioned standards to avoid duplicative inspections or **unharmonized standards** that impede trade. The audit should check, for instance, if Longido requires any extra certification for livestock or agricultural products beyond what national law and EAC protocols require. Any local health inspection by-law that is more restrictive than the regional SPS (sanitary and phytosanitary) measures or not recognized by neighboring Kenya could effectively become a non-tariff barrier. Amendments should harmonize such standards – for example, recognizing EAC-wide sanitary certificates – in accordance with the EAC Protocol on Standardization, Quality Assurance, Metrology and Testing. This will ensure that health and safety checks protect the public without unfairly hindering the free movement of goods and services.

Legal Audit Process: The district should implement a step-by-step audit process, combining expert review with inter-agency collaboration and public consultation:

1. **Desktop Legal Review (Q3 2025):** Assemble a legal audit team or task force to conduct a thorough desktop review of all relevant by-laws and regulations. This team should gather the texts of bylaws on trade licensing, fees/cess, livestock movement, health inspections, and any other sub-national rules affecting trade. Using a checklist derived from EAC Common Market Protocol provisions (e.g. non-discrimination, free movement, elimination of non-tariff barriers), the team will evaluate each regulation for compliance or conflict. Any provisions that appear to charge extra fees, create delays, or treat non-local traders differently are flagged as non-compliant. This initial review would benefit from including legal experts familiar with both Tanzanian local government law and EAC law. For example, if the team finds that a Longido by-law charges an entry fee for goods from Kenya, this would be flagged for violating the Protocol's free movement of goods mandate.

2. **Inter-Agency Validation:** After the preliminary review, the findings should be validated in collaboration with key agencies and higher authorities. In this phase (Q4 2025–Q1 2026), Longido District officials should engage the **Tanzania Revenue Authority (TRA)**, the **Ministry of East African Community Affairs**, and the regional/provincial authorities to review the flagged issues. Involving TRA is crucial to ensure that any local revenue collection changes align with national tax laws and do not conflict with customs procedures at Namanga border. The Ministry responsible for EAC Affairs can provide guidance on whether the identified issues indeed constitute non-tariff barriers under the regional framework and ensure consistency with Tanzania's commitments. The Longido District Council's legal unit will also be involved to assess the practicality and legality of amending each by-law. This inter-agency review not only brings technical expertise (for example, TRA on matters of cess or fees) but also secures buy-in from the institutions whose approval or cooperation will be needed to implement changes. Joint validation workshops or meetings could be held to discuss each proposed amendment and to confirm that removing a given barrier (say, a livestock transit fee) will not violate any other law or create enforcement gaps. By the end of this phase, there should be an agreed list of by-laws to amend and a clear understanding among stakeholders of why those changes are necessary for EAC compliance.

3. **Participatory Consultations:** A participatory approach will build support for the reforms and gather on-the-ground insights. Before finalizing amendments, the District should hold consultations (Q4 2025 through Q2 2026) with those who

regularly interact with these regulations. This includes local traders and business associations, transporters, farmers/livestock keepers, as well as neighboring **Kajiado County** officials and cross-border traders who use the Namanga route. Such consultations can be organized as public forums or focused stakeholder meetings. They serve to validate the practical impact of the current by-laws: for instance, traders can confirm if certain fees deter them or if certain permit processes cause delays at the border. Indeed, past dialogues have highlighted issues like *"excessive fees or procedural delays"* in cross-border trade. Gathering this input will help refine the amendments – ensuring that, for example, fee reductions actually target the problematic charges, or that simplified permit procedures truly address the pain points experienced in livestock trade. Moreover, engaging stakeholders fulfills the statutory requirement that inhabitants be notified and heard before changing by-laws. The Local Government (District Authorities) Act (1982) requires the council to publish notice of intended by-law changes and consider any objections from the public. By proactively consulting early, the District builds consensus and can anticipate the kinds of feedback that might arise during the formal notice period.

Legal Pathway for Amendment: After the audit and consultations, Longido District will proceed with formally amending or repealing the non-compliant by-laws. Under Tanzania's Local Government (District Authorities) Act, 1982 (Cap. 287), a district council has the authority to make or amend by-laws for the good governance of its area, **subject to the approval of the central government**. In practice, this means the District Council must draft the amendment bill or new by-law text and pass it by resolution, after which it is submitted upward for consent. The Act outlines a clear procedure: the Council must first give public notice of the proposed amendments and allow time for local residents or any interested parties to lodge objections or representations in writing.

Once the council considers any feedback and formally adopts the new or revised by-law, the text is forwarded to the Regional Commissioner for initial review, and then to the responsible Minister for approval. The Minister's consent is mandatory – no district by-law (including an amendment) takes effect until it has been approved and published in the Government Gazette. This ensures that local laws remain consistent with national law and policy. In the context of aligning with the EAC Common Market Protocol, it will be important to coordinate with the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG) and the Ministry of EAC Affairs during this approval process, so that the Minister is satisfied that the amendments indeed fulfill Tanzania's regional obligations. The legal drafting should explicitly cite the need to comply with the EAC Common Market Protocol to strengthen the case for approval. Once the Minister

approves, the amended by-laws can be gazetted and become law, enabling Longido District to enforce the new, EAC-compliant regulations.

Timeline: It is advisable for Longido District to initiate this legal audit and amendment process by **Q3 2025**, with a target of having all required by-law changes passed and in effect by **Q4 2026**. This roughly 18–24 month timeline is realistic given the steps involved – it allows for thorough review, stakeholder engagement, and the formal legislative procedure. In Q3 2025 the district can form the audit task force and begin the desktop review of laws. Stakeholder consultations and inter-agency validations would take place in late 2025 and early 2026, feeding into the drafting of amendments by mid-2026. By Q3 2026, draft amendments should be finalized and submitted to the District Council for deliberation and approval. With prompt submission to the Ministry, the goal would be to obtain Ministerial consent and gazette the new by-laws by the end of 2026. This schedule aligns with the roadmap outlined in the analysis of Longido's trade policy gaps, ensuring that by late 2026 the district's regulatory framework is fully compliant with the EAC Common Market Protocol. Regular monitoring should follow, and training programs for local officials and traders (initiated by Q4 2025) should continue so that the new rules are effectively implemented and understood by all stakeholders.

Overall, **auditing and amending Longido's trade-related by-laws** is a crucial step toward eliminating local impediments to trade and fulfilling the commitments under the EAC Common Market. By systematically reviewing key regulations (trade licensing, permits, fees, and standards) and aligning them with Articles 3, 5, and 6 of the Protocol, the District will foster a more open, non-discriminatory trading environment. The recommended process – from legal review and inter-agency coordination to public consultations and formal legislative approval – provides a clear pathway to reform. If executed diligently starting in 2025, Longido can enter 2027 with a reformed regulatory landscape that supports free movement of goods and people, thereby enhancing cross-border commerce with Kajiado and contributing to the broader EAC integration agenda. The legal reforms will ensure that **no local by-law stands in the way of Common Market freedoms**, confirming Longido's role as a facilitator – rather than a regulator – of trade in the region.

5.4 Capacity Building and Training Program for EAC Common Market Harmonization

A comprehensive capacity building and training program will be implemented to equip **Longido District Council stakeholders** with the knowledge and skills needed to harmonize local practices with the EAC Common Market Protocol. This program will target all relevant groups – from government officials to the trading community – ensuring broad-based understanding and ownership of the integration process. The training initiative will be aligned with ongoing by-law reforms and stakeholder engagement efforts, creating a

phased rollout that reinforces legal changes with practical capacity support. Key elements of this program are outlined below.

5.4.1 Key Beneficiaries and Stakeholders

The training program will inclusively target those who are most involved in or affected by cross-border trade and EAC integration in Longido District:

- **Longido District Council Staff:** Local government officials and legal officers responsible for drafting and enforcing by-laws will be primary beneficiaries. Their capacity to align district regulations with EAC requirements is crucial for successful harmonization. Training will ensure they understand the **Common Market Protocol (CMP)** provisions and how local laws must conform.

- **Border Officers and Agencies:** Officers at the Namanga border (customs, immigration, police, and other agencies) will receive specialized training. Given that the EAC Common Market guarantees free movement of goods and persons (Articles 6 and 7 of the CMP), border staff must be well-versed in these provisions to facilitate trade and travel. The program will foster a common understanding among all border agencies – customs, immigration, health/phytosanitary inspectors, standards officers, etc. – so they can work **harmoniously** under the one-stop border post concept.

- **Civil Society Organizations (CSOs):** Local and regional CSOs involved in trade, business support, or rights advocacy (including women's business groups and trader associations) are key partners and beneficiaries. Empowering CSOs with knowledge of EAC regulations enables them to educate and advocate for traders, ensuring the integration process is people-centered and inclusive.

- **Local Business Leaders and Cross-Border Traders:** The program will directly involve small business owners, trading cooperatives, and informal cross-border traders (many of whom are women). These stakeholders often face practical challenges under the current system – **lack of accessible information on trade rules, permits, and rights**, which leaves them vulnerable to harassment and arbitrary charges. By building their capacity, the program helps traders understand and assert their rights under EAC law, such as non-discrimination based on nationality and equal treatment in any Partner State. Ultimately, informed traders can take full advantage of the Common Market's opportunities (e.g. duty-free movement of goods meeting EAC origin rules, visa-free entry for citizens of Partner States, the right to establish

businesses across borders) without suffering undue obstacles.

5.4.2 Training Content and Areas of Focus

The curriculum will cover both the **legal framework** of the EAC Common Market and practical skills for trade facilitation, tailored to the needs of each stakeholder group. Key training areas include:

- **EAC Common Market Protocol Provisions:** In-depth orientation on the relevant CMP articles – particularly **Article 3 (Principles of the Common Market)** and **Article 5 (Scope of Cooperation)** which outline the fundamental obligations of Partner States. Trainees will learn the principles of **non-discrimination and national treatment** (no less favorable treatment for EAC citizens than for non-EAC nationals) enshrined in Article 3. They will also review Article 5 commitments such as eliminating tariff and **non-tariff barriers** and easing cross-border movement of persons. Additionally, **Article 6 (Free Movement of Goods)** and **Article 7 (Free Movement of Persons)** will be studied to ensure understanding of how goods, services, and people should move freely across EAC borders in compliance with the Customs Union and Common Market rules.

- **Non-Tariff Barriers (NTBs) and Trade Facilitation:** A major focus will be identifying, preventing, and addressing NTBs at the local level. Trainees will learn what constitutes an NTB – e.g. **unofficial fees, onerous licensing, roadblocks, or unharmonized standards** – and how these barriers violate EAC free trade commitments. The program will introduce the EAC's tools for NTB elimination, including the reporting mechanisms. For example, participants will be trained on using the EAC's online and mobile NTB Reporting System. *Practical exercise:* stakeholders will practice logging complaints about any observed trade barrier via the EAC-NTB mobile app, a newly launched tool to streamline reporting and resolution of NTBs. This hands-on training will empower border officials and traders alike to promptly flag and resolve barriers – a crucial step, as persistent NTBs (such as **un-harmonized local charges or delays**) continue to frustrate intra-EAC trade.

- **Local Trade-Related By-Laws and Regulations:** The training will delve into the specific **district by-laws** and regulations affecting trade and how they need to be reformed for compliance with EAC law. Legal experts will guide Longido Council staff in reviewing ordinances on markets, licensing, transit goods, and local taxes/fees. Any provisions that act as NTBs or conflict with EAC freedoms (for instance, a discriminatory fee on non-local traders or redundant checkpoints) will

be identified for amendment. By synchronizing the training with the **by-law reform process**, officials and stakeholders will better understand the rationale for changes. This ensures smooth implementation when new harmonized by-laws take effect – *"ownership"* is built through learning. As noted in similar EAC border initiatives, involving local stakeholders in understanding the rules secures buy-in and compliance.

- **Revenue Collection and Customs Procedures:** Since Longido District and border agencies like TRA (Tanzania Revenue Authority) are responsible for revenue collection, the program will provide training on **harmonized customs procedures and local revenue measures** that align with EAC practices. This includes understanding the EAC Common External Tariff (CET) and internal tax rules, so that local revenue collection (e.g. market fees or cess on agricultural goods) does not double-tax or impede cross-border trade. TRA's Training Department will lead modules on efficient customs clearing processes, use of integrated border management systems, and **facilitative practices** (like risk-based inspections and one-stop border post operations) to speed up clearance. By improving technical skills in these areas, border officers can increase trade efficiency and minimize unnecessary costs for traders, supporting the Common Market objective of free flow of goods.

- **Rights and Obligations of Traders under EAC Law:** A crucial component is educating traders and businesspeople on their **rights** in the EAC Common Market and the **obligations** that come with them. Trainings (in partnership with CSOs and business associations) will simplify and disseminate information on traders' rights – for example, the right to move and sell goods across EAC countries without quota restrictions, the right to **hassle-free movement of persons** (with valid ID/passport, no visa needed for EAC citizens), and the right to establish a business or residence in any partner state, subject to basic requirements. Emphasis will be placed on the **principle of non-discrimination**, so traders know they should not be treated less favorably than locals when doing business in another EAC country. In past EAC trainings, women entrepreneurs noted that lack of regulatory knowledge made them vulnerable to **harassment and corruption at borders**, reducing their trading power. To address this, our program will utilize tools like the *"EAC Simplified Information Package for Micro and Small-Scale Traders"* to inform participants how to comply with procedures (e.g. simplified certificates of origin, import/export permits) and how to seek redress if their rights are infringed. Well-informed traders are more confident to demand fair treatment and use formal channels, which also increases **formal trade volumes** and local revenue.

5.4.3 Strategic Implementation Model (Q4 2025 – Q4 2026)

The capacity building will be rolled out in phases over five quarters, closely synchronized with the timeline of by-law reforms and stakeholder engagement activities in Longido. This phased approach allows for progressive learning, application, and reinforcement:

- **Phase I – Preparation & Curriculum Design (Q3–Q4 2025):** In late 2025, the program will kick off with **curriculum development and trainer preparation**. Experts from the EAC Secretariat and national institutes will design training modules tailored to Longido's context (covering the topics above). Local Training-of-Trainers (ToT) workshops will be conducted to prepare a pool of trainers (including TRA officers, legal trainers, and experienced CSO facilitators). By Q4 2025, initial awareness seminars will be held for high-level officials of Longido District Council and border agency leaders to **sensitize** them on upcoming by-law changes and the overall Common Market roadmap. This early buy-in sets the stage for the more intensive trainings to follow.

- **Phase II – Rollout of Training (Q1–Q3 2026):** Once new or amended by-laws aligned with the EAC Protocol are drafted (expected in early 2026), comprehensive trainings will be rolled out to all stakeholder groups. **Quarter 1 2026** will see training workshops for **District Council staff and legal officers**, focusing on legal harmonization (concurrent with finalizing the by-laws). In **Q2 2026**, training shifts to front-line implementers at Namanga – multi-agency sessions for **border officials** on one-stop border procedures, NTB reporting, and trade facilitation (these will involve role-playing border scenarios and joint problem-solving by customs, immigration, police, etc., to mirror real operations). Simultaneously, **CSOs and local business leaders** will attend capacity-building forums that quarter to learn the EAC trade rules and discuss the reforms. By **Q3 2026**, the program will host targeted workshops for **cross-border traders** themselves. These will be conducted in accessible formats (potentially in Kiswahili and Maa language as needed) at Namanga and Longido town, educating traders on their rights and the new simplified procedures. Notably, public-private dialogues will be organized, bringing traders face-to-face with border agencies to build trust and clarify any issues – similar to the successful women traders' forum held at Namanga in 2023. This phase ensures that *all* parties are trained ahead of the new by-laws' enforcement.

- **Phase III – Reinforcement & Sustainability (Q4 2026):** Toward the end of 2026, as the new trade-related by-laws come into force and the Common Market harmonization measures take root, follow-up training and evaluation will occur.

Refresher courses will be offered to address any gaps identified during implementation. **Training of Trainers** sessions will continue so that the district and border agencies have in-house trainers to sustain capacity building beyond the project period. By Q4 2026, the program will transition into continuous learning mode – handing over the training curriculum and resources to local institutions (e.g. the proposed Namanga resource centre, see below) for ongoing use. An end-of-program evaluation workshop will gather feedback from all stakeholders on the training impact, which will inform any further capacity needs. This phased rollout, spanning Q4 2025 to Q4 2026, is designed to coincide with and support the **legislative changes and stakeholder consultations** in the roadmap, thereby embedding the Common Market principles into everyday practice as rules change.

5.4.4 Collaborative Training Partnerships

To deliver this extensive program effectively, **strategic partnerships** will be leveraged. The following institutions and networks are proposed as key training partners, each contributing expertise and resources:

- **EAC Secretariat:** The East African Community Secretariat (through its Common Market and Customs experts) will provide the technical content on the EAC Common Market Protocol and integration policies. As demonstrated in past capacity initiatives, the EAC Secretariat can mobilize experts for training border staff and stakeholders on common standards. Their involvement also lends credibility and ensures that the training material is accurate and up-to-date with regional developments. The Secretariat may also help monitor training outcomes as part of its mandate to oversee CMP implementation.

- **Tanzania Revenue Authority (TRA) – Training Department:** Given TRA's central role in border management and revenue collection, its Training Department will co-lead modules related to customs procedures, trade taxes, and the functioning of one-stop border posts. TRA has established training programs in trade facilitation and has previously equipped local councils (including Longido) with better revenue collection tools. By partnering with TRA, the program ensures that **border and customs officials** are trained by practitioners familiar with national systems and that local revenue officers learn best practices consistent with both national law and EAC customs union rules.

- **National Legal and Administrative Training Institutes:** Institutions such as the **Local Government Training Institute (LGTI)** or legal training centers in Tanzania (e.g., the Law School or Institute of Judicial Administration) will be engaged to help design

and deliver training on legal harmonization. These institutes can tailor curricula on how to draft by-laws consistent with international obligations and can provide certification for council legal staff who complete the program. Their involvement helps institutionalize the knowledge – making it part of regular local government capacity building. For instance, trainers from these institutes can continue offering EAC law modules to council staff even after 2026.

- **Regional CSO and Private Sector Networks:** Collaboration with organizations like the **East African Civil Society Organisations Forum (EACSOF)** and the **East African Business Council (EABC)** – as well as specialized groups like the **East African Women in Business Platform (EAWiBP)** – will enhance outreach and sustainability. CSO networks are instrumental in grass-roots mobilization and peer learning. In the EAC, CSOs have been recognized as crucial for people-centered integration and have experience disseminating complex information to communities. For example, EAWiBP and EABC recently partnered with GIZ to train women SMEs at Namanga on trade protocols, illustrating the value of involving business associations. These partners can assist in developing user-friendly training materials (simplified guides, translations, radio messages) and can host follow-up clinics or dialogues for traders. Engaging such networks also fosters a **public-private partnership approach**, where the private sector voices feedback during training, making the content more relevant to real-world trading conditions.

- **Development Partners and Technical Agencies:** While not explicitly listed in the question, it is worth noting that agencies like **GIZ, TradeMark Africa (TMA), and the East African Law Society (EALS)** have ongoing programs supporting regional integration capacity building. Their support can be sought for technical assistance or funding of certain training components. For instance, GIZ (through its SEAMPEC program) has co-funded training and the development of simplified information packages for cross-border traders in the EAC. TMA has facilitated training on NTB reporting apps and improvement of border infrastructure. Partnering with such organizations can provide additional resources, training toolkits, and maybe small grants for the establishment of the resource center described next.

5.4.5 Establishing the Namanga EAC Trade Compliance Resource Centre

To ensure continued support beyond the training workshops, the Longido District, in cooperation with EAC and stakeholders, will **establish a Trade Compliance Resource Centre at Namanga**. This will be a local hub for ongoing capacity building and problem-solving related to cross-border trade. Key features of the proposed resource centre include:

Figure 5.4.1: Cross-border stakeholders engaged in a training workshop. A local Trade Compliance Resource Centre can host regular trainings and serve as a helpdesk for traders (ensuring knowledge gained is retained and updated).

- **Information Hub:** The centre will house up-to-date information on EAC trade laws, regulations, and procedures – essentially a one-stop knowledge portal for traders and officials. It will maintain copies of the EAC Common Market Protocol (in user-friendly formats), summaries of important provisions (e.g. a poster of CMP **Articles 5–7 key points**), and guides on complying with border procedures. This addresses the critical information gap identified among small traders, who often struggle to find out what documents or standards are required and where to get assistance. By centralizing this information in Namanga (a major border), traders from Longido and beyond can easily access guidance that helps them trade formally and take advantage of the Common Market.

- **Advisory and Helpdesk Services:** The resource centre will be staffed at least part-time by knowledgeable officers or volunteer "trade champions" (drawn from the trained pool of council staff, TRA officers, or CSO representatives). They will provide **on-the-spot advice** to traders and investors on compliance issues – for example, clarifying which permits are needed for certain goods, explaining new simplified trade procedures, or helping fill out forms. An important function will be to assist traders in invoking their rights: if a small-scale trader feels they are being charged an unlawful fee or facing harassment, the centre can guide them on how to file a complaint through the official EAC mechanisms (such as the NTB reporting system). This immediate support can significantly empower local traders, as it offers a recourse point in the community instead of forcing individuals to navigate complex systems alone.

- **Training and Outreach Venue:** The facility will serve as a **venue for continuous training** sessions and stakeholder meetings. Rather than one-off workshops, the centre can host quarterly seminars on various topics (e.g. updates on EAC regulations, refresher on customs procedures, or sessions on new technology like the NTB mobile app). It can also facilitate cross-border community dialogues. The Namanga location is strategic – it can invite both Tanzanian and Kenyan local officials and traders for joint sessions, building regional networks. This reinforces the idea of **integrated border management** by encouraging regular interaction and cooperation. Over time, the centre could evolve into a fully-fledged "EAC corner" or liaison office, where EAC Secretariat or Ministry of EAC Affairs officials

periodically hold open days to hear local issues.

- **Monitoring and Feedback Role:** The resource centre will help monitor the impact of the new by-laws and collect feedback from traders and officers on the ground. It can log inquiries and complaints, and produce brief reports for Longido District Council and the Ministry of East African Cooperation on persistent challenges. For example, if certain **non-tariff barriers** keep arising (say, a particular checkpoint imposing delays), the centre will document it and liaise with the relevant authorities to seek resolution. This creates a feedback loop for continuous improvement. In essence, the centre operationalizes a *"local implementation arm"* of the EAC integration, ensuring that the capacity gains are sustained and any **knowledge gaps** can be quickly identified and addressed with additional training or policy action.

By Q4 2026, the goal is to have this Namanga Trade Compliance Resource Centre fully functional, coinciding with the completion of the training program. Its inauguration will be timed with the final Phase III trainings, signaling a transition from externally driven capacity building to a **locally owned resource** that will continue to serve Longido's integration efforts. The council can allocate a small budget for its operations (potentially supplemented by partner support in initial years), recognizing it as an investment in fostering trade and economic growth in the district. Over the long term, the centre will help institutionalize the Common Market knowledge at the grassroots level – making **harmonization with EAC rules a living reality** in Longido.

Thank you for confirming. I will now develop a comprehensive Monitoring, Evaluation, and Reporting (MER) framework for Section 5.5. It will include a tabular format capturing objectives, indicators, data sources, responsible actors, frequency, and timeline, tailored to the Longido District roadmap and aligned with EAC compliance processes. I'll notify you once it's ready for your review.

5.5 MER Framework for Longido District's EAC Common Market Protocol Roadmap

5.5.1 Alignment with Regional and National M&E Standards

Longido District's Monitoring, Evaluation, and Reporting (MER) framework is designed in line with best practices in public sector reform and East African Community (EAC) integration monitoring. The framework recognizes that effective MER is a **shared responsibility at multiple levels** as emphasized by the EAC Treaty. Article 50 of the EAC Common Market Protocol explicitly calls for developing a **framework to monitor and**

evaluate implementation of the protocol. Accordingly, the district's MER plan dovetails with national and regional systems to ensure coherence and accountability.

At the **regional level**, the EAC has established robust tools to track Common Market progress. For example, the **EAC Common Market Scorecard** is a biennial publication that evaluates Partner States' compliance with Common Market Protocol commitments (focusing on legal conformity in free movement of goods, services, and capital). While the Scorecard mainly measures legal provisions, it serves as a valuable tool by highlighting compliance gaps and implementation challenges, thereby guiding policymakers toward deeper integration. Other EAC monitoring instruments include the **East African Monitoring System (EAMS)** – an online database for tracking implementation of regional decisions – and institutional mechanisms such as **National Implementation Committees on the Common Market** and **National NTB Monitoring Committees**. These mechanisms provide an indicator framework and oversight structure for Common Market commitments, including the elimination of non-tariff barriers (NTBs). Notably, the East African Legislative Assembly's **Elimination of NTBs Act, 2015** established a legal basis for removing NTBs under the Common Market Protocol, reinforcing the importance of monitoring and enforcement on this front. Longido's MER framework incorporates similar indicators to ensure local barriers are identified and addressed promptly, consistent with the regional NTB reporting system.

At the **national and local level**, the framework aligns with Tanzania's public sector reform ethos, which increasingly emphasizes results-based management and evidence-based decision-making. Tanzania has, over the past decades, recognized the importance of M&E – dating back to the Public Service Reform Program of the 1990s – but only in recent years has a concerted effort been made to build a **robust, centralized M&E system** linked to national development goals. This shift is evident in the demand for **performance data and results** at all levels of government, as officials and stakeholders now actively seek out reports to inform decisions – a significant cultural change toward accountability. In local government contexts, **performance monitoring frameworks** use clear criteria and verification methods to ensure objectivity. For instance, local government performance assessments in Tanzania employ **transparent, evidence-based review processes** with standardized checklists and documentation to verify each performance indicator. The Longido MER model follows these best practices by defining precise indicators and data sources for verification, assigning responsibility for data collection and reporting, and setting timelines for review.

The table below presents the **MER framework tailored to Longido District's EAC Common Market Protocol compliance roadmap**. It covers all core roadmap actions – establishment of a task force, legal audit of by-laws, stakeholder consultations, amending by-laws,

capacity building through training, setting up an information resource centre, and resolving NTBs. Each action is linked to a strategic objective and accompanied by **key performance indicators**, means of verification, responsible actors, reporting frequency, and target timelines. This structured approach will facilitate continuous monitoring, periodic evaluation of progress, and transparent reporting to both local stakeholders and higher authorities (e.g. Regional Commissioners and the Ministry of EAC Affairs), thereby ensuring Longido's roadmap implementation stays on track and contributes to Tanzania's overall compliance with the EAC Common Market Protocol.

5.5.2 Monitoring, Evaluation, and Reporting Framework Table

Strategic Objective	Key Indicator	Method of Verification / Data Source	Responsible Actor	Frequency of Reporting	Target Timeline
1. Establish a Task Force for EAC Compliance Form a dedicated multi-stakeholder task force to oversee implementation of the Common Market Protocol at district level.	- Task force formally established (yes/no) by council resolution. - Operational status: number of meetings held per quarter; action plans developed.	- Council resolution or official gazette establishing task force. - Meeting minutes and action plan documents.	District Executive Director (DED) and District Council Chairperson (Task Force co-chairs); Regional Commissioner's Office (oversight).	Quarterly reporting on task force activities to District Council and Regional EAC Coordination Unit.	Established by Q3 2025; ongoing quarterly meetings thereafter.
2. Conduct Legal Audit of By-laws Identify and reform local laws/regulations that conflict with EAC Common Market Protocol commitments.	- Completion of legal audit (audit report delivered). - Number of local by-laws and regulations identified as non-compliant with CMP requirements.	- Legal audit report approved by District Council. - Inventory/list of by-laws requiring amendment, with legal opinions.	District Legal Officer and Task Force legal sub-committee; Ministry of Justice/Constitutional Affairs (consultative support).	One-time report; progress updates monthly to Task Force until completion.	Audit completed by Q4 2025.

3. Stakeholder Consultations and Awareness Engage local stakeholders (businesses, traders, community leaders, border officials) to gather input and raise awareness of EAC common market rights and obligations.	- Number of consultation forums conducted (e.g. workshops, town halls). - Participation: number of stakeholders attending (disaggregated by category), and satisfaction/feedback ratings from participants.	- Consultation meeting reports and minutes. - Attendance registers/sign-in sheets. - Stakeholder feedback forms or survey results summarizing input and awareness levels.	District Trade Officer (EAC Focal Person) & Task Force; Civil society/business association representatives (co-facilitators).	Quarterly summaries of consultation outcomes reported to Task Force and included in quarterly Council reports.	First round of forums by Q1 2026; ongoing annual outreach (at least 4 forums per year).
4. Amend Local By-laws for CMP Compliance Align district by-laws with EAC Common Market Protocol by amending or repealing provisions that hinder free movement of	- Number of by-laws amended or newly enacted to comply with CMP (out of total identified in audit). - Existence of a formal Council resolution adopting the amendments.	- Copies of gazetted by-law amendments or new by-laws. - District Council meeting minutes reflecting discussion and approval of changes. - Legal clearance letters from Regional	District Council (By-laws Committee and Full Council); District Legal Officer (drafting); PO-RALG / Attorney General's Office (oversight of legal compliance).	Bi-annual progress reports to Council on legislative changes until all targeted by-laws are amended.	Key by-law amendments passed by Q2 2026; all required legal revisions completed by 2026 year-end.

goods, services, labor, or capital.		or National authorities (if required).			
5. Capacity Building through Training Enhance the knowledge and skills of local officials and stakeholders on EAC Common Market provisions and their implementation.	- Number of training sessions held on EAC integration/CMP topics. - Coverage: percentage of targeted officials/staff trained (e.g. border post staff, council officers, immigration and trade officers). - Knowledge gain: average improvement in test scores or self-assessed	- Training reports detailing topics, facilitators, and participant lists. - Attendance certificates or records for participants. - Pre- and post-training evaluation questionnaires/results (if applicable).	District Human Resource Officer & District Education Officer (training coordination); Ministry of EAC Affairs / TradeMark East Africa (content support); Local training institutions (e.g. LGTI) for facilitation.	After each training session (with a summary report submitted); aggregate training progress reported in annual performance report.	Initial training program implemented by Q4 2025; refresher trainings semi-annually (every 6 months) through 2026–2027.

	understanding post-training (if measured).				
6. Establish EAC Information Resource Centre Create a resource centre or help-desk to provide information, guidelines, and support on EAC Common Market matters to local businesses and citizens.	- Resource Centre operational (yes/no) with dedicated staff or focal point. - Utilization: number of inquiries handled or informational materials distributed to the public per quarter. - Materials available: up-to-date copies of EAC regulations, protocols, manuals in stock (yes/no).	- Site visit reports confirming centre setup (location, equipment, signage). - Logbook or database recording inquiries, visits, and issues addressed. - Inventory of information materials (EAC Common Market Protocol text, guides, brochures in Swahili/English).	District Information Officer / ICT Officer (centre management); District Trade/EAC Officer; Support from EAC Ministry's Public Information Department.	Quarterly reports on center usage and issues raised (to Task Force and Council); annual review of centre effectiveness.	Centre established by Q2 2026; ongoing service with quarterly monitoring from launch onward.

7. Non-Tariff Barrier (NTB) Identification & Resolution Put in place a mechanism to detect and eliminate local NTBs that impede free movement (e.g. unnecessary fees, roadblocks, permit delays), in line with EAC requirements.	- NTB Reporting mechanism in place (yes/no), e.g. a district NTB hotline or desk. - NTBs reported: number of NTB cases identified at district level (by traders or citizens). - NTBs resolved: percentage of reported NTBs resolved and average resolution time (e.g. within X days).	- NTB registry or database maintained by the district (documenting each complaint and action taken). - Reports submitted to the National NTB Monitoring Committee (acknowledgment of issues escalated, if any). - Feedback from traders/business community (surveys or testimonials confirming removal of local impediments).	District NTB Task Force (subset of main Task Force) & District Trade Officer; National NTB Monitoring Committee (for escalated issues); Border Management Committee (for cross-border issues at Namanga).	Quarterly NTB status reports to District Council and National NTB Committee; immediate reporting to authorities upon identifying any serious barrier.	NTB reporting system launched by Q4 2025; existing NTBs eliminated by 2026, with continuous monitoring thereafter.

Sources: This MER framework integrates principles from EAC and Tanzanian M&E guidelines. The EAC Common Market Protocol emphasizes M&E at all levels, supported by tools like the EAC Common Market Scorecard (monitoring legal compliance) and the East African Monitoring System (tracking implementation via indicators). The importance of removing NTBs is underscored by regional legislation, justifying dedicated NTB indicators. On the national side, Tanzania's reforms promote evidence-based performance management – as seen in the push for results-driven reporting tied to development goals – and use rigorous verification methods in local government performance assessments. By combining these best practices, Longido's MER framework ensures systematic tracking of the Common Market compliance roadmap and fosters accountability in line with both EAC integration commitments and Tanzania's public sector performance standards.