



EAST AFRICAN LEGISLATIVE ASSEMBLY

THREE YEAR STRATEGIC PLAN

2010 - 2012

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FOREWORD BY THE SPEAKER OF THE ASSEMBLY

The Second East African Legislative Assembly (EALA/Assembly) was sworn in on 5th June 2007, one and a half years in the middle of the East African Community Development Strategy 2006 – 2010. This Development Strategy had only one provision concerning the operations and growth of EALA. It provided that the development objective of EALA was “strengthened capacity and enhanced mandate of EALA”, to be achieved through four strategic interventions, namely; enhance the mandate of EALA; forge stronger linkages between EALA and National Assemblies; accord EALA financial autonomy; and enlarge EALA in light of its increased mandate. However, the task and responsibility for ensuring that the above strategic interventions were realized was mainly given to the Council of Ministers and Partner States. To-date little has been achieved in respect to the stated development objective. The only meaningful achievements have been realized in the area of granting EALA financial autonomy and in forging stronger linkages between EALA and National Assemblies. It was possible to have positive progress in the last two strategic interventions because EALA itself took the lead.

This is 2010, the final year of the 2006 – 2010 Development Strategy and there is no meaningful motion in place to actualize the remaining interventions, much as we recognize that some would require amendment of the Treaty. Further, EALA recognized that very little was provided in the strategic plan to match the actual mandate of the Assembly as provided for in the Treaty for the Establishment of the East African Community.

Shortly after its inauguration in June 2007, the Second Assembly recognized the above mentioned shortcomings in the existing Development Strategy. In light of this, the Assembly has taken the initiative to evolve its own strategic plan by using a participatory method of work based on its nine year experience. Cooperation with the Council of Ministers is imperative in this venture since the Council of Ministers is the policy organ of the Community. It is noted that subject to the Treaty; the Council gives directives to all other organs and institutions of the Community other than the Summit, Court and the Assembly. The Assembly therefore, has a duty to evolve a plan and work with the Council in order to foster efficient and harmonious functioning and development.

This strategic plan is launched to coincide with the time the EAC has embarked on the development of the 3rd EAC Development Strategy 2011 – 2015. It is our hope that this strategic plan will inform and be incorporated and mainstreamed in the overall EAC Strategy.

The plan I forward to you takes into account the unique nature of the Assembly within the EAC organizational set up. Unlike other regional Assemblies, EALA is independently elected, has full legislative powers to make laws that are not only enforceable in Partner States but also take precedence over similar ones. The Assembly is further charged with the duty to oversee implementation of EAC programmes and projects as well as to ensure that the National Assemblies of Partner States have a role to play in the EAC integration process. To be able to succeed in achieving the above mandate, a clear and elaborate strategy has to be adopted so that the Assembly is able to play its meaningful role in the implementation of not only its own mandate but to ensure that the next EAC Development Strategy 2011 – 2015 is fully implemented.

This strategic plan is a culmination of an extensive consultative and participatory process involving all internal stakeholders. I have no doubt in mind that this document is fully and faithfully shared by all Members and staff of EALA. I take pride that this is a home grown document produced by the Assembly itself with its own resources. I trust that the attainment of the stated goals and objectives in this strategy will also be the responsibility of all of us in EALA, the Partner States and the Council of Ministers.

Abdirahin H. Abdi
SPEAKER

CHAPTER 1: INSTITUTIONAL HISTORY OF THE EAST AFRICAN LEGISLATIVE ASSEMBLY

1.1 The East African Legislative Assembly

The East African Legislative Assembly (Assembly) is an organ of the East African Community (Community); established under Article 9 of the Treaty for the Establishment of the East African Community (Treaty). The Treaty was signed on 30th November 1999 and entered into force on 7th July 2000 by the Partner States of The Republic of Uganda, The Republic of Kenya; and the United Republic of Tanzania. The Republic of Burundi and the Republic of Rwanda acceded to the Treaty on 18th June 2007 and became full members on 1st July 2007, thus expanding the number of the Community Partner States to five.

The objective of the Community is to develop policies and programmes aimed at widening and deepening co-operation among the Partner States in political, economic, social and cultural fields, research and technology, defence, security and legal and judicial affairs, for their mutual benefit.

Pursuant to the provisions of the Treaty, Partner States undertake to establish a Customs Union, a Common Market, subsequently a Monetary Union and ultimately a Political Federation in order to strengthen and regulate the industrial, commercial, infrastructural, cultural, social, political and other relations of the Partner States to the end that there shall be accelerated, harmonious and balanced development and sustained expansion of economic activities, the benefit of which shall be equitably shared.

Today, with a combined population of 126 million people, land area of 1.85 million sq kilometers and a combined gross domestic product of \$ 60 billion, the Community constitutes a formidable regional bloc, bearing great potential and prospects for socio-economic transformation.

The Assembly has a cardinal function in the furtherance of Community objectives; this function encompasses the legislative, representative and oversight mandate. Article 49 of the Treaty stipulates that the Assembly shall:

- be the legislative organ of the Community;
- liaise with the National Assemblies of the Partner States on matters relating to the Community;
- debate and approve the budget of the Community;
- consider annual reports on the activities of the Community, annual audit reports of the Audit Commission and any other reports referred to it by the Council;
- discuss all matters pertaining to the Community and make recommendations to the Council as it may deem necessary for the implementation of the Treaty;
- may for purposes of carrying out its functions, establish any committee or committees for such purposes as it deems necessary;
- recommend to the Council the appointment of the Clerk and other officers of the Assembly; and
- make its rules of procedure and those of its committees.
- The Assembly may also perform any other functions as are conferred upon it by the Treaty.

Under the Treaty, the Assembly has a Membership comprising nine members elected by each Partner State; ex-officio members consisting of the Minister or Assistant Minister responsible for the East African Community Affairs from each Partner State; the Secretary General and the Counsel to the Community. Currently, the Assembly has 45 elected Members; and 7 ex-officio Members totaling to a Membership of 52. Twenty of whom are female.

The Treaty bestows upon the Assembly the authority to establish any committee or committees for such purposes as it deems necessary. Currently the Assembly has established the following Committees:

- the House Business Committee;
- the Accounts Committee;
- the Committee on Legal, Rules, and Privileges;
- the Committee on Agriculture, Tourism and Natural Resources;

- the Committee on Regional Affairs and Conflict Resolution;
- the Committee on Communication, Trade and Investment and
- the Committee on General Purpose.

These Committees are charged with the responsibility of overseeing implementation of the provisions of the Treaty and the EAC Development Strategy in the special areas of cooperation that fall under their respective **ambit**. It is through these Committees that the bulk of the Assembly's work is executed. In essence, they are the technical arm of the Assembly and as such play a significant role in the final decisions taken by the Assembly

1.2 Administration of the Assembly:

The political structure of the Assembly as an organ is headed by the Speaker. The Speaker presides over the Assembly and provides direction in the evolution of the Assembly's policies. In the discharge of this function, the Speaker is assisted by the House Business Committee which consists of ten Members and the Chairperson of the Council.

The administrative, procedural and general legislative work of the Assembly is supported by the Clerk and assisted by a Deputy Clerk. In the span of this administrative control, the Clerk is in charge of thirty five (35) members of staff and fifty two (52) Members of the Assembly. The other officers in the various departments of the Assembly facilitate the work of the Assembly and include officers in:

- the Department of Sergeant-At-Arms responsible for procedural services, safety and security matters;
- the Hansard Department in charge of the official report and Hansard of the Assembly;
- Department of Research, Library and Information services responsible for procedural and legislative research;
- the office of Finance and Administration responsible for financial and administrative matters; and
- the Department of Legislative Procedures and Committees responsible for procedural and administrative support of the Assembly and its Committees.

Currently, there are proposals to create additional offices in the areas of Monitoring and Evaluation; Resource Mobilization; Public Relations, Internal Audit and Human Resource.

1.3 Vision of the Assembly

The Vision of the East African Legislative Assembly is to be:

An effective and independent Regional Parliament.

1.4 Mission of the Assembly

The Mission of the East African Legislative Assembly is: -

To legislate, do oversight and represent the people of East Africa in a bid to foster economic, social, cultural and political integration.

1.5 Core Values of the Assembly

The Assembly is committed to fostering the following core values in its operations:

- Effectiveness;
- Ethics and Integrity;
- Transparency and Accountability;
- Objectivity and Impartiality;
- Professionalism and Team Work;
- Unity in Diversity;
- Allegiance to EAC Ideals

1.6 Historical Perspective of the East African Legislative Assembly

The First Assembly was inaugurated by the Summit of the East African Community Heads of State on 30th November, 2001. Its term ended on 29th November 2006. The First Assembly comprised 27 elected Members and 5 Ex-officio Members thus totaling to a Membership of 32. This Assembly faced the challenges of operationalizing a new organ of the Community. From its inception, the Assembly served as the main link between the Institutions of the East African Community and the people of East Africa. The Assembly also provided a forum for Civil Society and other non-state actors within the region to advocate for the promotion of democracy, rule of law and respect for human rights.

Further, the First Assembly addressed issues of a trans-boundary nature within the East African region such as security, cattle rustling and other resource based conflict, the environment, culture and trade. These issues required regular interaction between the Assembly and National Assemblies of Partner States and thus resulted in the establishment of a forum known as the “Nanyuki Series”. This forum made it possible for parliamentarians from the East African Community to congregate, interact with Members of the Assembly and to discuss matters of regional integration.

Furthermore, the First Assembly was able to sensitize the people of East Africa on areas of co-operation under the Treaty, and on projects and programmes of the Community. Sensitization was done through seminars, public hearings, workshops, conferences and symposia. The First Assembly made alliances with entities with similar objectives both at the regional and international level. As a result of this outreach, the Assembly participated in the IPU, SADC, CPA, ECOWAS, PAP Sessions. These alliances enhanced collaboration and cooperation regionally and internationally.

The First Assembly made the first rules of procedure, it enacted the first set of laws of the community, it established inter-parliamentary liaison committees and initiated the establishment of an East African Parliamentary Institute. In essence, the First Assembly built a firm and solid foundation upon which the Second Assembly continues to build.

CHAPTER 2: JUSTIFICATION FOR THE STRATEGIC PLAN

2.1 THE JUSTIFICATION FOR THE STRATEGIC PLAN

The main justification for evolving this Strategic Plan is to enable the Assembly effectively and efficiently execute its mandate. This Strategic Plan will enhance the capacity of the Assembly to mobilize, deploy and manage resources guided by clearly defined Vision and Mission Statements. The Assembly has been in operation for nine years, it has since inception been guided by the East African Community Development Strategy of 2001-2005 and that of 2006-2010.

The EAC Development Strategy 2006-2010 states that the Development Objective of the Assembly is:

“Strengthened capacity and enhanced mandate of EALA”.

Under this Strategy; strategic interventions for this development objective are:

- enhance the mandate of EALA;
- forge stronger linkages between EALA and National Assemblies;
- accord EALA financial autonomy;
- Enlarge EALA in light of its increased mandate.

The glaring fact is that the attention and space allotted to the Assembly in the EAC Development Strategy 2006-2010 is minimal. There is thus need for a strategic plan which focuses squarely on EALA, a critical organ of the Community. The following are justifications that prompted evolvement of a specific strategic plan for the Assembly:

- The move towards Political Federation of the East African Community is underpinned by principles of good governance and democracy. This calls for separation of powers, which in turn requires the Assembly’s financial and administrative autonomy. This justification is underpinned by the strategic intervention captured in the 2006-2010 Development Strategy that underscores the plan to accord EALA financial autonomy and an increased and enhanced mandate.
- Within the last ten years of the Community’s existence, a lot has been achieved towards realization of the Community objectives. In tandem with these developments, the mandate of the Assembly has been enhanced by the full

implementation of the Customs Union and the signing of the Common Market Protocol in 2009. Concurrent work on the Monetary Union and the Political Federation also call for focused organization of the Assembly in order for it to carry out its core functions of legislation, oversight, and representation within such an expanded mandate.

- The Assembly has scaled up its operations in its three core functions; more legislation has been passed annually since 2001; the Community Budgets have been debated and approved within the set time frame; the Assembly acquired a semi-autonomous accounting function in 2007; parliamentary procedures in form of questions, resolutions, select committees have been deployed in the performance of its mandate. Several Private Members Bills such as that on Joint Trade Negotiations, the Budget Act, and Tourism have been initiated and successfully enacted into law. Other private Member's Bills that have also been initiated are on the trans-border ecosystem, EAC Elections, the EAC Service Commission, the Administration of Assembly -initiation of such laws clearly exhibits the vibrancy of the Assembly.
- The EALA's representative role has been greatly enhanced by instantaneous live coverage of its proceedings; public hearings, site visits and other outreach programs. Exchange programs in the Community and beyond to, for example, similar entities in the European Union have enabled the EALA to broaden its network, share best practices and exchange information.
- The Assembly has also secured recognition in several fora; currently the Assembly is recognized as Member of the IPU, the CPA, the ACP-EU Joint Assembly and the Union of African Parliaments (UAP).
- The Assembly continues to work on accountability, democracy and good governance in the region. It is highly respected and acclaimed for its constructive reports on election monitoring and observation. It has to this end crafted an EAC Elections Observations Manual as a standard tool for use in observing elections in the region.
- EALA has within the last nine years sustained and instituted novel, land mark activities such the annual Address on the State of the EAC by the Chair of the Summit; the East African Community Bureau of Speakers; rotational sittings in each

of the Partner States, Inter-Parliamentary Liaison Committees on several subject areas; country tours, live coverage of its proceedings, the hosting of the Inter-Parliamentary Relations Seminar (Nanyuki series) –a forum that brings together parliamentarians of the Community.

- Progress has also been made on the establishment of the East African Parliamentary Institute (EAPI), which institution will be the first of its kind on the African continent. EAPI will build capacity of Members of Parliament and Staff from the region and beyond to effectively deliver on their mandate.
- Enhancement of EALA’s mandate and the proposal for its enlargement further justify the evolvment of a strategic plan for the institution to effectively utilize this expanded and enlarged institution and its resources. Indeed the EAC Development Strategy which ends in 2010 does not exhaustively address the development of EALA as an organ of the Community. It does not take into account, the fact that EALA legislates on all aspects of integration of the community; it does not take into account the budget and oversight function nor does it address its representative role.
- An enlarged EALA has the positive aspect of endowing the Institution with a rich and diverse resource base. Currently, Members of EALA are invited to different fora as resource persons. The Assembly is the only African regional body that is supra national and thus enacts legislation that takes precedence over similar national ones on matters pertaining to the implementation of the Treaty. This fact in itself justifies that the Assembly develops a strategic plan within which all these attributes are properly organized in order to maximize on efficiency and effectiveness.
- Establishment of the EAC Bureau of Speakers is another progressive development. Currently, the Assembly’s work is to some extent influenced by the decisions of the EAC Bureau of Speakers. This forum provides a formal platform for all the Speakers of the respective National Assemblies of Partner States and EALA to discuss important matters related to the developments in the Community and how best EALA and their respective Parliaments can influence the EAC integration agenda.

These significant developments call for careful planning and execution of strategies that can effectively sustain this momentum and achieve results. This strategic plan is therefore the first of its kind and a landmark of the Second Assembly. It builds on the accumulated experience and hard work of both the First and Second Assemblies and the new developments taking place in the Community. It seeks to put in place mechanisms that recognize the unique nature and role of the Assembly in the EAC agenda and more so, its independence in the day to day management of its affairs.

2.2 METHODOLOGY OF DEVELOPING THE STRATEGIC PLAN

This Strategic Plan has been developed through a participatory process, which involved consultations with all EALA Members and Staff. The process was aimed at ensuring ownership of the plan, commitment and leadership required for its implementation. A sub-committee of the House Business Committee was constituted to steer the development of the Strategic Plan. The following documents were reviewed:

- The Treaty for the Establishment of the East African Community.
- The EAC Development Strategy 2006- 2010.
- The Report of the Committee on Fast Tracking East African Federation.
- The Parliament of Uganda Parliamentary Strategic Investment and Development Plan 2007-2011.
- The Kenya National Assembly Strategic Plan 2008-2018.
- The Nanyuki (IV) and (V) Reports.
- The Kigali Retreat Report.
- The EALA Draft Strategic Plan 2008-2012.
- The Hansard Reports of the East African Legislative Assembly.

CHAPTER 3: SITUATIONAL ANALYSIS OF THE ASSEMBLY:

3.1 POLITICAL INSTITUTIONAL CONTEXT

The EAC's integration process has reached a critical stage; the EAC is a fully fledged Customs Union; the Common Market Protocol has been signed and ratified by all Partner States, its implementation commences on July 1, 2010; negotiations for Monetary Union are underway and the consultations on an EAC Political Federation are on-going. The EALA is expected to play a pivotal role in all these integration processes and in future developments.

This Chapter presents an analysis of the internal and external environments which need to be taken into account in the implementation of the Strategic Plan.

The First Assembly made significant progress towards meeting its overall mandate, particularly with regard to enacting major Acts, drafting and passing Bills, conducting inter-parliamentary seminars with respective National Assemblies, establishing close relationships with its constituencies and other sister regional parliamentary bodies in Africa and beyond. The challenges of the Second Assembly include consolidating the gains; re-examining the implications of the enlarged EAC and its expanded mandate; streamlining its decision-making functions, strengthening its oversight role, and enhancing the weak resource capacity as well as reinforcing meaningfully its administrative and research support infrastructure.

Currently, the Council in consultation with the Assembly, decides on the resource envelope. The size of the resource envelope has had serious implications on the plans and operations of the Assembly and its various Committees. The Second Assembly has and will continue to negotiate for more space in the decision-making processes of the EAC in regard to financing its operations.

Successful implementation of the next levels of integration is contingent on a restructured and rationalized mandates of the EAC Organs and Institutions. This should be done with the view of broadening and deepening the roles and responsibilities of the organs and Institutions. EAC Organs and Institutions should be empowered with the necessary authority to take decisions that are binding on Partner States. In this regard, the current

EAC Development Strategy stipulates that the EALA's mandate should be enhanced by the end of 2008 so that it can ably play a greater and more strategic role in executing EAC affairs. This could be done through granting EALA the co-decision making powers with the Council of Ministers on key issues that go beyond those currently set out in the existing Treaty. Such powers should include, among others, the following:

- financial and administrative autonomy;
- to approve appointments to key Community positions;
- to recommend to the Summit sanctions against Partner States and
- a wider and deeper oversight scope such as performance audit.

The Assembly has endeavored to reach out to the people of East Africa; however there remains an enormous number of the citizens who remain virtually unaware of the functions or purpose of the EAC. Admittedly, in the absence of full knowledge of the EAC mission, vision and programs, public perceptions will be largely influenced by misinformation, hearsay and rumors. The Second Assembly therefore seeks to design and implement a more comprehensive and innovative marketing strategy to ensure that the Community's objectives are well known, understood, accepted and embraced by all East Africans. Such a strategy will prepare citizens to own and fully participate in shaping the integration process.

The Organizational structure and staff establishment at EALA is skeletal; yet the size and its mandate has significantly expanded. Currently EALA staff capacity is thinly spread; and its professional mix and infrastructural support are inadequate. There is thus need to urgently review EALA's staffing structure in order for it to operate effectively and efficiently. The Second Assembly has initiated the process of re-examining the scope of its organizational structure, manning levels, capacity development needs, infrastructural support systems and equipment as well as office space requirements. Results of this process are partially captured in this Strategic Plan.

3.1.1 GOVERNANCE

As the regional decision-making locus gradually shifts to the East African Community, it will be critical that the Assembly elevates universally acceptable principles of good governance, democracy, the rule of law, observance of Human Rights and Social Justice at the top of its agenda. One of the most important outcomes of governance is that it opens up the political space to new and more stakeholders to participate in the policy management process. Indeed democracy demands that institutions make policies that are participative, responsive to citizen needs, transparent, accountable and predictable. In this regard, the current EAC Development Strategy stipulates that the EALA establishes criteria to assess the EAC Treaty as well as criteria to assess compliance of the Partner States with universal democratic principles. This should be one of the priority and key result areas for the second and subsequent Assemblies.

3.1.2 FINANCING OF EALA

Article 132 (4) of the EAC Treaty states that, “The budget of the Community shall be funded by equal contributions by the Partner States and receipts from regional and international donations and any other sources as may be determined by the Council.” The EALA budget has increased each year by a factor of approximately 10 percent, in line with increases for all EAC Organs. The majority of the budget is however spent on administrative costs and salaries, and there are inadequate provisions for oversight and representation activities. Worse still, there are no financial provisions for capacity building or training. The latter is usually provided for by the international development partners. The Assembly budget has increasingly become dependent on partners such as the Association of European Parliamentarians for Africa (AWEPA) and to a lesser extent the African Capacity Building Foundation (ACBF). This funding pattern is unsustainable, and in the long term, politically compromising. The Assembly will support strategies that seek to maximize the financial independence of the EAC.

3.1.3 STRUCTURAL AND STAFFING ISSUES

The Treaty envisages an autonomous and independent Assembly in the pursuit of its role especially in the oversight role to hold the Executive arm of the Community accountable for its actions. However, in practice, the existing structure of the Assembly which is a unique organ both in character and action, is entwined in the structure of another organ – the Secretariat. To date, all recruitments and staffing levels of the Assembly are based on the

structure of the Secretariat notwithstanding the unique nature of the Assembly. In fact, the Assembly is equated to a level of a Directorate in the Secretariat and yet it is an Organ as per Article 9 of the Treaty.

The Clerk, who is the Chief-Executive officer of the Assembly and in charge of overseeing over 35 staff; facilitating 52 Members of EALA and controlling the second biggest budget line in the Community second only to the Secretariat is at the level of the Director. Yet the Secretariat also an Organ of the Community has six directorates. Institutions like the Lake Victoria Basin Commission, the Civil Aviation Safety and Security Oversight Agency (CASSOA) and the Directorate of Customs and Trade with much less span of control in terms of role, budget and staff are placed higher than the Assembly in administrative practice and particularly placement of officers.

The Assembly has de-facto five departments namely:

- the Legislative Procedures;
- Finance and Administration;
- Official Reports; Research, Library and Information and
- Sergeant-At-Arms.

The existing departments should be fully fledged directorates; but they are headed by officers placed at the level of section or unit heads. This has hampered the necessity to expand these offices with new personnel and hence affected service delivery.

The implementation of the Common Market, Monetary Union and Political Federation will undoubtedly expand the legislative, oversight and representative role of the Assembly. In the medium term, it is expected that a number of legislative measures will be introduced including new legislation, repeal of existing ones, and amendment of some, all aimed at the smooth implementation of the new levels of integration. This will increase the mandate and activities of the Assembly and will see it requiring more specialist offices to craft laws, policies, rules, regulations to mention but a few. It will also call for a corresponding increase of time and space for the Plenary to discharge its activities, the Committees to do their legislative, oversight and representative roles. The office of the Clerk along with the heads of the departments will be confronted with more demanding and challenging tasks. It is on this account that priority should be given to the review of both the Assembly's

technical competencies and the structure so that it receives a boost to implement an administrative structure which truly reflects the character and nature of legislative bodies the world over. Particularly, the Assembly requires enhanced capacity in the area of legislative and legal research, production of its official report, internal audit, human resource and administration.

3.2 SUMMARY OF SWOT ANALYSIS OF EALA

The following is a summary of Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of EALA.

3.2.1 STRENGTHS:

- Powers to legislate for the community.
- Community laws take precedence over national laws on Treaty matters.
- Mandate to represent the people of East Africa.
- Mandate to debate and approve the community budget.
- Mandate to oversee the implementation of the budget and programmes of the Community.
- Mandate to consider annual and audit reports of the Community.
- Vested with privileges & powers of court to summon and interrogate.
- Members under oath to serve solely the Community and not Partner States.
- Power to make Rules of Procedure for effective execution of its work.
- Power to establish committees to carry out functions of the Assembly.
- The right to move Private Members Bills subject to the Treaty.
- Establishment of formal Inter-Parliamentary relations fora with National Assemblies.
- Membership to Regional and International fora.
- Access to the people of East Africa through public hearings; outreach programs; live coverage of procedures and rotational sittings in Partner States.
- Interaction with Summit via address by the Chair & Members of the Summit.
- Membership of Assembly includes Ministers responsible for EAC affairs, Secretary General and Counsel

3.2.2 WEAKNESSES

- Lack of effective mechanisms to create awareness of the Treaty provisions and Community laws.
- Limited awareness of benefits of EA integration by the population.
- Lack of enforcement mechanisms of community laws, resolutions and the Treaty.
- Lack of institutionalization of liaison between the Assembly and National Parliaments.
- Lack of a precise legislative calendar from the Council of Ministers to enable effective planning.
- Preferred use of Protocols over legislation.
- Unreliable resource mobilization strategy and sources of funding to the Community
- Limited finances, late remittances, restrictive mode of remittances.
- Key mandate of the Assembly such as public hearings, capacity building and research not funded by the community budget.
- Understaffing and limited staff capacity to execute work.
- Limited financial and administrative autonomy.
- Non institutionalization of a conflict prevention and resolution mechanism.

3.2.3 OPPORTUNITIES

- Mandate to legislate, represent, provide oversight and budget for the Community.
- Community Legislation have Supra-national effect
- Mandate to liaise with National Assemblies.
- Chair of Summit's address on the State of EAC.
- Evident benefits of integration with respect to Custom Union.
- Existence of information Communication technology (ICT).
- Use of culture, Swahili, music and sports to drive the integration agenda.

3.2.4 THREATS

- Preferred use of Protocols over Legislation;
- Lack of sustainable funding other than direct financial contribution from the Partner States;
- Donor dependence on funding of Community activities;
- Donor fatigue in funding the Community;
- Global financial crisis;

- Lack of adherence of Community laws and resolutions by the Partner States;
- Lack of operationalization of sanctions under the Treaty by Partner States;
- Fears based on collapse of first EAC.
- Political instability and conflict in the region and beyond.
- Non institutionalization of a conflict prevention and resolution mechanism.
- Weak enforcement of community directives, laws, projects and programs.

CHAPTER 4: EMERGING ISSUES AND STRATEGIC OBJECTIVES

In order for the Assembly to implement its Vision and Mission, this Strategic Plan outlines the necessary Strategic Objectives and Strategic Outcomes. A matrix that captures these aspects is attached to this Strategic Plan as Appendix 1.

Arrival at the choices, sequencing and ranking of the strategic interaction and activities was guided by the following;

- The mandate of the Assembly as per the provisions of the Treaty, the Rules of Procedure and EAC priorities and achievements as per the 2006 – 2010 Development Strategy.
- The potential impact of the proposed interventions on the process of regional integration and development.
- The feasibility, viability and sustainability of the proposed interventions.
- The extent to which the interventions will maximize the strategic uniqueness of the Assembly and yet avoid duplication of efforts or mandates of other EAC Organs.

The Assembly SWOT analysis highlights the need to focus on the following Strategic Issues in the Strategic Plan:

- An autonomous Assembly.
- An effective and efficient Assembly.
- Focus on economic, social and political interests and expectations of people of East Africa
- Enhanced Liaison with National Assemblies and linkages with stakeholders.

4.1 STRATEGIC ISSUE: AN AUTONOMOUS ASSEMBLY

4.1.1. STRATEGIC OBJECTIVE: AN AUTONOMOUS ASSEMBLY

The strategic objective for the issue of an Autonomous Assembly is separation of powers of EAC Organs. Key amongst these organs, are those that deal with the day to day administration of the Assembly. Some of these functions such as the Human Resource function; budgeting, and internal audit are currently controlled to some extent by the Secretariat and Council of Ministers.

Separation of powers in administration and financial management between the various organs is in conformity with the principle of good governance and lays the foundation for strong institutions for the envisaged political federation.

A Strategic Outcome: Financial and Administrative Autonomy

It is envisaged that the strategic outcome of Financial and Administrative Autonomy will be achieved. The Treaty bestows some degree of autonomy on the Assembly in Article 14 of the Treaty. Article 14 stipulates inter alia, that the Council shall be the policy organ of the Community. This function is however limited, in that the Council is mandated, subject to the Treaty, to give directives to Partner States and all other organs and institutions of the Community other than the Summit, Court and the Assembly.

Currently, the Assembly has quasi financial autonomy. This quasi financial autonomy is limited in several respects such as in operation of bank accounts and resource mobilization. The Assembly also has limited administrative autonomy in recruitment of its staff; Article 49 (2)(f) of the Treaty states that; *“the Assembly shall recommend to Council the appointment of the Clerk and other officers of the Assembly.”* The operative words ‘shall recommend’ enable the Assembly to play a central role in such appointments but falls short of giving full powers of appointment. On the other hand, the Council makes staff rules and regulations and financial rules and regulations under Article 14 of the Treaty.

Taking into account the scope of operations and its expanded nature; there is need for urgent review of the Treaty in order to give the Assembly full financial and administrative autonomy. The Assembly needs to realize full financial and administrative autonomy for effective and efficient execution of its functions.

B Activities

Activities envisaged to realize the objective of administrative and financial autonomy include:

- Initiation of proposals on the provisions of the Treaty that require amendments.
- Enactment of legislation that will enable the Assembly realize administrative and financial autonomy.
- Adoption of a corresponding organogram that creates the required offices to run the Assembly efficiently and effectively.

C Means of Verification

Means of verification to ascertain whether the administrative and financial autonomy has been achieved will include the following:

- Treaty amendments that give the Assembly full administrative and financial autonomy;
- Proposed legislations to realize administrative autonomy;
- Proposed legislations to realize financial autonomy;
- A corresponding organizational structure adopted.

D Timing

It is envisaged that administrative and financial autonomy of the Assembly shall be achieved in the Financial Year 2010/2011.

E Responsibility

The task of advocating for separation of powers and more specifically of achieving administrative and financial autonomy will be undertaken by the following:

- House Business Committee
- Committee on Legal, Rules and Privileges
- Committee on Accounts
- General Purpose Committee
- Office of the Clerk

4.2 STRATEGIC ISSUE: AN EFFECTIVE AND EFFICIENT ASSEMBLY

4.2.1 STRATEGIC OBJECTIVES:

Establish an East African Parliamentary Institute (EAPI).

A. Strategic Outcome

A well-functioning East African Parliamentary Institute established.

B Activities

Activities that will enable the Assembly to achieve the strategic objective to develop the EAPI include:

- Development of a legal instrument to formalize EAPI
- Recruitment of EAPI key staff
- Launch EAPI
- Development of modules for EAPI

C Means of verification

The strategic objective to establish EAPI has the following means of verification:

- Legal instrument that establishes EAPI is in place;
- Number of Key staff contracted;
- EAPI launched and fully functional;
- EAPI modules developed
- Number of trainings conducted

D Timing

The strategic objective on the establishment of EAPI programed for the period 2010 to 2012.

E Responsibility

The establishment of EAPI shall be the responsibility of:

- Speakers' Bureau
- House Business Committee

4.2.2 STRATEGIC OBJECTIVE

Capacity Building for Members and Staff of the Assembly.

A Strategic Outcome

Capacity of Members and Staff enhanced.

B Activities

Capacity building for Members and Staff encompasses the following:

- Conduct workshops on the legislative, oversight and representative functions
- Conduct Taylor made staff training courses
- Hold public hearings on community matters
- Commission research and data analysis
- Facilitation of exchange programs and tours in the Africa region and beyond
- Facilitate site visits to EAC projects
- Host fora for sharing best practices
- Establish a monitoring and evaluation mechanism to assist in oversight

C Means of verification

The strategic objective on capacity building of Members and staff will be verified by the following means:

- Number of training and workshops undertaken
- Number of Research reports produced
- Number of public hearings held
- Number of private Members Bills initiated, Questions asked, amendments to Bills moved.
- Number of site visits to EAC Projects conducted
- Number of fora hosted
- Time and type of monitoring and Evaluation mechanism adopted

D Timing

Timing for capacity building of members and staff of the Assembly is continuous.

E Responsibility

The responsibility for the capacity building of members and staff shall be done by:

- House Business Committee
- Office of the Clerk

4.2.3 STRATEGIC OBJECTIVE

Strengthening of the Assembly as an Organ and improve internal systems

A Strategic Outcome

The Assembly's Infrastructure, equipment and internal systems improved.

B Activities

- Procure office equipment and office space;
- Procure live coverage equipment to cover the Assembly's deliberations;
- Establishment of key Departments;
- Recruit key professional staff
- Establishment a Resource Mobilization strategy;
- Review and develop stronger internal systems;
- Review and adopt a new Assembly administrative and functional structure;
- Establish mechanisms to educate and sensitize the public on laws enacted;
- Establish mechanisms for monitoring and evaluation of the implementation of the Treaty, laws and Assembly resolutions passed.

C Means of Verification

- The objective on strengthening the Assembly as an institution will be verified by the following means:
- Number and type of mechanism for monitoring laws adopted
- Office space procured
- Number and type of equipment procured
- Number of Internal systems established
- Type of administrative and functional structure adopted
- Number of key offices established
- Type of mechanism to sensitize public on laws adopted
- Type of Resource Mobilization Strategy adopted

D Timing

The timing for the strategic objective on strengthening the Assembly as an institution and improving internal systems is scheduled for 2010 to 2012.

E Responsibility

The strengthening of the Assembly as an Institution is the responsibility of the Speaker, the House Business Committee, Chairpersons of Committees and the Clerk's office.

4.3 STRATEGIC ISSUE: Focus on economic, social and political interests and expectations of people of East Africa.

4.3.1 Strategic Objectives

- To enact legislation that promotes economic, social and political development of the Community
- To effectively represent the interests and aspirations of the people of East Africa
- To oversee the performance of EAC organs and institutions.

A Strategic Outcome:

- Laws on issues that promote social, economic and political development enacted and enforced
- Awareness created on benefits of integration
- Views of the people of East Africa collected and heard
- Research findings on integration process captured
- Lives improved; poverty reduced; trade enhanced; and benefits of integration realized
- Performance of EAC organs improved

B Activities

Activities that will be undertaken to achieve the strategic objective of focusing on economic, social and political interests and aspirations of the people of East Africa include the following:

- Conduct public hearings on all Bills
- Hold Committee meetings to which stakeholders are invited
- Conduct Plenary debates with live coverage
- Hold rotational sittings in Partner States
- Conduct sensitization workshops on Community laws and EAC Programmes
- Hold Public rallies
- Ensure Media coverage of the Assembly activities
- Conduct Country tours
- Examine EAC budget and approve in line with the Development Strategy
- Debate EAC performance reports
- Examine EAC audit reports
- Undertake on-site assessment of EAC Programs and projects

- Do Follow up on enforcement of community laws, decisions, directives and Assembly Resolutions

C Means of verification

- Number of Reports on public hearing workshops conducted
- Number of Bills drafted and debated
- Number of Council Reports debated
- Number of Resolutions passed
- Number of questions raised and answered
- Number of Committee reports produced
- Number of Plenary and Committee meetings held in Partner States
- Number of Public hearing meetings; rallies conducted
- Number of Consultative meetings held
- Number of reports of research and studies conducted on integration
- Level of media coverage
- Number of site visits and tours conducted
- Number of EAC budgets approved in line with the Development Strategy
- Number of Assessment reports on programs and projects of the community
- Number of Assessment reports on enforcement of the community laws, directives, resolutions

D Timing

The timing for strategic objective – focus on the interests of the people of East Africa is continuous.

E Responsibility

Responsibility for addressing the strategic issue of focus on the interests of the people of East Africa is as follows:

- Speaker;
- House Business Committee;
- Committee Chairpersons. and
- Clerk's office

4.5 STRATEGIC ISSUE: LIAISON WITH NATIONAL ASSEMBLIES AND LINKAGES WITH STAKEHOLDERS.

4.5.1 Strategic Objective:

Networking with National Assemblies of Partner States and other Stakeholders

A Strategic Outcome:

- Information sharing improved
- Best practices to enhance effectiveness and efficiency benchmarked
- Harmonization of laws and practices enhanced
- EAC economic, social and political issues discussed and recommendations made
- Awareness of the Assembly work created and wider support for Assembly's functions secured

B Activities

- Improve the EALA website to be user friendly and able to transmit accurate and relevant information
- Develop mechanisms and disseminate the Treaty, Community laws, the Assembly Newsletter, Hansard Reports.
- Conduct study tours and exchange visits with National Assemblies and other stakeholders
- Institutionalize the Inter-Parliamentary Relations Seminars (Nanyuki Series) and modalities for implementation of its recommendations
- Institutionalize the EAC Bureau of Speakers
- Institutionalize the EAC Forum of Clerks
- Establish Inter-Parliamentary Liaison Committees on all areas covered by the Treaty
- Effectively contribute and subscribe to relevant international organizations
- Establish a mechanism to interface with Civil Society Organizations engaged in areas covered by the Treaty, as well as professional associations, research institutions and the academia

D Means of verification

- Well-functioning website
- Number of Newsletters, Hansard and reports published and disseminated
- Number of Study tours and exchange visits conducted

- Number of Nanyuki series held and its recommendations implemented
- Number of Reports and decisions of the EAC Speakers Forum implemented
- Number of Inter- Parliamentary Liaison Committees established
- Number of international organizations ascribed to and number of meetings attended
- Number of mechanisms to interface with Civil Society and others established

E Timing

Timing for linkages varies;

- the website is scheduled to be improved in 2010/2011;
- Nanyuki Series is an annual event;
- the meetings of the Bureau of EAC Speakers are bi-annual;
- production of Newsletters, Hansard reports is periodical; and
- Study tours, exchange visits and meetings of Committees on various subjects is continuous.

F Responsibility

The responsibility to achieve linkages lies with the following:

- Speaker's Office;
- House Business Committee;
- Chairpersons of Committee; and
- Clerk's office.

CHAPTER 5: RESOURCE MOBILIZATION AND RISK MANAGEMENT

5.1 Financial trends and need for Resource Mobilization

The Assembly gets most of its resources from the Community Budget and, it therefore competes for resource allocation with other organs and institutions of the Community. Under the Treaty, the budget of the Community is funded in equal contributions by Partner states and receipts from regional and international donations and any other sources as may be determined by the Council. The Treaty also provides that the resources of the Community shall be utilized to finance activities of the Community as shall be determined by the Assembly on the recommendation of the Council.

On the other hand, one of the functions of the EAC Secretariat is to mobilize funds from development partners and other sources for the implementation of the projects of the Community. Over time, the Community budget has remained relatively static notwithstanding concrete steps taken in the widening and deepening of the integration process. Expanded mandate, without increased resources has continuously made the community budget inadequate. As such, the Community needs to urgently adopt alternative sources of funding rather than hinging the budget of the Community on funding by equal contributions by Partner States and receipts from regional and international donations. Receipts from regional and international donations are mobilized under the Partnership Fund. This Partnership Fund has over time not allocated resources equitably to all organs and institutions of the Community. Financial trends clearly indicate that since the Assembly's inception, the resources allocated to it are inadequate to the extent that there have been instances when the Assembly almost failed to hold Plenary Sessions. Currently, only one Committee activity is funded by the community budget annually.

The Assembly is understaffed and does not have resources to build capacity of its Members and Staff. The expanded mandate of the Assembly and its expansion in size requires more resources and a review of the administrative structure. The Assembly has over the last three years been allotted an increment of only 10%, which increment is irrational and does not take into account, the Assembly's growing mandate and the increment in its numbers. The fact that the Assembly gets inadequate resources leaves it with no other option than to depend on development partners to finance even core functions such as Committee work;

oversight work which includes site visits, capacity building of Members, research and linkages with National Assemblies.

In practice, all organs and institutions of the Community mobilize resources. This fact coupled with the fact that the Assembly secured semi-autonomous accounting status in 2007 warrants a review of the function of resource mobilization. The semi-autonomous accounting status has to some extent enabled the Assembly to mobilize more resources; monitor resource utilization better and thus become more efficient and effective. This is so because the Assembly has been able to plan its activities; institute modalities for monitoring and evaluation and thus ensure that resources allocated are effectively utilized. Accountability and transparency is thus enhanced.

Currently the Assembly does not have a department for resource mobilization. A resource mobilization office is critical for ensuring that the Assembly secures adequate resources to enable it execute its mandate effectively and efficiently. There is thus need for the Assembly to use this strategic plan and its semi-autonomous financial status to establish a mechanism for effective and sustainable mobilization of resources. This plan therefore proposes to establish a resource mobilization department under the office of the Clerk. This department shall have the mandate to map out a resource mobilization strategy and ensure that the Assembly activities are fully funded.

Table 1: Financial Trends for the Assembly for Financial Years: 2006/7-2009/10

Budget	Approved Budget	Percentage Increment
2006/7	2,924, 127.00	-
2007/8	6,433,296.00	120%
2008/9	7,488,102.00	16%
2009/10	8,090,886.00	8%
2010/11	9,683,960	19%

5.2 Risk Management in Implementing the Strategic Plan

Implementation of the Strategic plan may face several risks. These risks need to be anticipated and managed and mitigated in order to ensure smooth implementation of the Strategic Plan. The matrix below gives a list of possible risks to this Strategic Plan and suggested mitigation strategies.

Table 2: Risk Management Analysis

	Risk Factor	Rank	Risk Management
1.	Resistance to change – Sovereignty viz-a-viz integration.	High	Create awareness. Amend treaty to give greater power to EAC. Enforce sanctions.
2.	Inadequate finances to implement the plan.	High	Enhance budget role; Enhance oversight role Propose alternative resource mobilization.
3.	Lack of awareness of Treaty obligations and functions of the Assembly.	Medium	Create awareness through seminars, workshops, public hearings and through a media strategy. Live coverage of Assembly proceedings. Publish and disseminate information.
4.	Inadequate Staff and Equipment.	Medium	Review structure; Institute a recruitment and training policy.
5.	Dependency on donor support for core functions in the context of the credit crunch.	Medium	Propose alternative funding; Facilitate a monitoring and evaluation system for effective and efficient use of resources.
7.	Fear of Partner States to cede power and authority to community organs and institutions.	Medium	Create awareness on Treaty. Utilize the East African Court of Justice for interpretation. Consultation, involvement of stakeholders.
8.	Political instability and conflict in the region and beyond.	Medium	Harmonize principles for a free and fair elections. Advocate for regional conflict prevention and resolution mechanism. Participate in election monitoring.

CHAPTER 6 PERFORMANCE AND MONITORING EVALUATION

Monitoring and Evaluation (M & E) is a key component of the implementation of this Strategic Plan. Monitoring and Evaluation of the Strategic Plan shall be done in order to get feedback from stakeholders, which feedback can assist to guide corrective measures. The House Business Committee, charged with the management of the affairs of the Assembly shall set up a Performance Monitoring and Evaluation Committee. This Committee will take the lead role in ensuring that there is regular evaluation and reporting on all programs and strategies that will be implemented during the planning period.

The M & E Committee shall develop a Monitoring and Evaluation Framework System for the Assembly. The Monitoring and Evaluation Framework will take cognizance of the need to identify indicators and the need to ensure that the Monitoring and Evaluation process regularly informs the management of the Assembly on the status of the strategic objectives and the need to update annual work-plans. The Monitoring and Evaluation Framework shall ensure that:

- Mechanisms for collecting financial data on all activities and programs are enhanced;
- Information on all indicators is available on a quarterly and on an incremental basis;
- A databank is established on all activities, projects and programs which include costs, period and actual expenditures;
- An evaluation exercise takes place bi-annually on the impact of the strategies;
- Responsibilities are assigned on collection, analysis and evaluation of performance information; and
- An annual review is carried out so as to start projections for the following year.

The M&E Committee shall develop a monitoring and evaluation framework that will show the vertical and logical linkages of this Strategic Plan. These will provide parameters of bi-annual and annual review of this Strategic Plan. Reports of the Performance M & E Committee shall be submitted to the House Business Committee.

CHAPTER 7: IMPLEMENTATION APPROACH AND FRAMEWORK – MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS

The strategic approach for implementing of these strategic objectives will include, principally, provision of financial support to the Assembly to execute the activities to support Committees, Departments and Offices in order to enable them attain goals set out in this Strategic Plan.

In addition to this, tailored workshops, seminars, conferences, public hearings, site visits, and exchange programs shall be designed to foster greater appreciation of a regional parliament with supra-national legislative powers.

The Strategic Plan will be implemented principally by the House Business Committee, which Committee is charged with management and organization of the Affairs of the Assembly. The House Business Committee will have the responsibility to approve the goals and objectives of the strategic plan. In addition it will review and approve annual work plans and maintain oversight over resources and implementation of planned activities.

The Office of the Clerk and Committee Chairpersons shall be responsible for drafting annual work plans and presenting those plans to the House Business Committee for approval. The Clerk's Office shall report to the House Business Committee on the status of the Strategic Plan Implementation on a monthly basis. The House Business Committee shall include this information in its regular reports to the Assembly.

The Clerk's office shall be responsible for the overall planning and day to day activities of coordination, management of funds, preparation of reports, organization of quarterly reviews and Performance Monitoring & Evaluation.

For greater ownership of the Strategic Plan, there shall be a Planning and Implementation Committee composed of all Chairpersons of Committees and the Clerk's Office that will be responsible for reviewing the process of the implementation of the strategic plan on a quarterly basis.

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APPENDIX 1: MATRIX ON IMPLEMENTATION OF THE STRATEGIC PLAN

STRATEGIC ISSUE 1: AN AUTONOMOUS ASSEMBLY

Strategic Outcome	Activities	Means of Verification	Timing	Responsibility
<p>Financial and Administrative Autonomy</p>	<p>-Initiation of proposals on Treaty provisions that require amendments.</p> <p>-Enactment of legislation that will enable the Assembly realize administrative and financial autonomy.</p> <p>-Adoption of a corresponding organogram that creates the required offices to run the Assembly efficiently and effectively.</p>	<p>-Treaty amendments that give the Assembly full administrative and financial autonomy;</p> <p>-Proposed legislations to realize administrative autonomy;</p> <p>-Proposed legislations to realize financial autonomy;</p> <p>-A corresponding organizational structure adopted.</p>	<p>2010/2011.</p>	<p>House Business Committee;</p> <p>Committee on Legal, Rules and Privileges;</p> <p>Committee on Accounts;</p> <p>General Purpose Committee;</p> <p>Office of the Clerk</p>

STRATEGIC ISSUE 2: AN EFFECTIVE AND EFFICIENT ASSEMBLY

Strategic Objective	Strategic Outcome	Activities	Means of Verification	Timing	Responsibility
Establish an East African Parliamentary Institute (EAPI).	A well-functioning EAPI established.	<ul style="list-style-type: none"> -Development of a legal instrument to formalize EAPI -Recruitment of EAPI key staff -Launch EAPI -Development of modules for EAPI 	<ul style="list-style-type: none"> -Legal instrument that establishes EAPI is in place. -Number of Key staff contracted. -EAPI launched and fully functional. -EAPI modules developed. -Number of trainings conducted. 	2010-2012	<ul style="list-style-type: none"> Speakers' Bureau House Business Committee Office of the Clerks
Capacity Building for Members and Staff of the Assembly.	Capacity of Members and Staff enhanced.	<ul style="list-style-type: none"> -Conduct workshops on the legislative, oversight and representative functions -Conduct Taylor made staff training courses -Hold public hearings on community matters -Commission research and data analysis -Facilitation of exchange programs and tours in the Africa region and beyond -Facilitate site visits to EAC projects -Host fora for sharing best practices -Establish a monitoring and evaluation mechanism to assist in oversight 	<ul style="list-style-type: none"> -Number of training and workshops undertaken -Number of Research reports produced -Number of public hearings held -Number of private Members Bills initiated, Questions asked, amendments to Bills moved. -Number of site visits to EAC Projects conducted -Number of fora hosted -Time and type of monitoring and Evaluation mechanism adopted 	Continuous	<ul style="list-style-type: none"> House Business Office of the Clerk

Strategic Issue 2 Continued: An effective and Efficient Assembly

Strategic Objective	Outcome	Activities	Means of Verification	Timing	Responsibility
Strengthening of the Assembly as an Organ and improve internal systems	The Assembly's Infrastructure, equipment and internal systems improved	<ul style="list-style-type: none"> -Procure office equipment and office space; -Procure live coverage equipment to cover the Assembly's deliberations; -Establishment of key Departments; -Recruit key professional staff -Establish a Resource Mobilization strategy; -Review and develop stronger internal systems; -Review and adopt a new Assembly administrative and functional structure; -Establish mechanisms to educate and sensitize the public on laws enacted; -Establish mechanisms for monitoring and evaluation of the implementation of the Treaty, laws and Assembly resolutions passed. 	<ul style="list-style-type: none"> -Number and type of mechanism for monitoring laws adopted; -Office space procured; -Number and type of equipment procured; -Number of Internal systems established; -Type of administrative and functional structure adopted; -Number of key offices established; -Type of mechanism to sensitize public on laws adopted; -Type of Resource Mobilization Strategy adopted. 	2010 to 2012.	Office of the Speaker House Business Committee, Chairpersons of Committees Clerk's office.

STRATEGIC ISSUE 3: Focus on economic, social and political interests and expectations of people of East Africa.

Strategic objective	Outcome	Activities	Means of Verification	Timing	Responsibility
<p>-To enact legislation that promotes economic, social and political development of the Community</p> <p>-To effectively represent the interests and aspirations of the people of East Africa</p> <p>-To oversee the performance of EAC organs and institutions.</p>	<p>-Laws on issues that promote social, economic and political development enacted and enforced.</p> <p>-Awareness created on benefits of integration.</p> <p>-Views of the people of East Africa collected and heard.</p> <p>Research findings on integration process captured .</p> <p>-Lives improved; poverty reduced; trade enhanced; and benefits of integration realized.</p> <p>-Performance of EAC organs improved.</p>	<p>-Conduct public hearings on all Bills.</p> <p>-Hold Committee meetings to which stakeholders are invited.</p> <p>-Conduct Plenary debates with live coverage.</p> <p>-Hold rotational sittings in Partner States.</p> <p>-Conduct sensitization workshops on Community laws and EAC Programs.</p> <p>-Hold Public rallies.</p> <p>-Ensure Media coverage of the Assembly activities.</p> <p>-Conduct Country tours.</p> <p>-Examine EAC budget and approve in line with the Development Strategy.</p> <p>-Debate EAC performance reports.</p> <p>-Examine EAC audit reports.</p> <p>-Undertake on-site assessment of EAC Programs and projects.</p> <p>-Do Follow up on enforcement of community laws, decisions, directives and Assembly Resolutions.</p>	<p>-Number of Reports on public hearing workshops conducted.</p> <p>-Number of Bills drafted and debated.</p> <p>-Number of Council Reports debated.</p> <p>-Number of Resolutions passed.</p> <p>-Number of questions raised and answered.</p> <p>-Number of Committee reports produced.</p> <p>-Number of Plenary and Committee meetings held in Partner States.</p> <p>-Number of Pubic hearing meetings; rallies conducted.</p> <p>-Number of Consultative meetings held.</p> <p>-Number of reports of research and studies conducted on integration.</p> <p>-Level of media coverage.</p> <p>-Number of site visits and tours conducted.</p> <p>-Number of EAC budgets approved in line with the Development Strategy.</p> <p>-Number of Assessment reports on programs and projects of the community.</p> <p>-Number of Assessment reports on enforcement of the community laws, directives, resolutions.</p>	<p>Continuous</p>	<p>Office of Speaker; House Business Committee; Committee Chairpersons. Clerk's office</p>

STRATEGIC ISSUE 4: LIAISON WITH NATIONAL ASSEMBLIES AND LINKAGES WITH STAKEHOLDERS.

Strategic Objective	Strategic Outcome	Activities	Means of Verification	Timing	Responsibility
<p>Networking with National Assemblies of Partner States and other Stakeholders</p>	<p>-Information sharing improved.</p> <p>-Best practices to enhance effectiveness and efficiency benchmarked.</p> <p>-Harmonization of laws and practices enhanced.</p> <p>-EAC economic, social and political issues discussed and recommendations made.</p> <p>-Awareness of the Assembly work created and wider support for Assembly's functions secured.</p>	<p>-Improve the EALA website to be user friendly and able to transmit accurate and relevant information.</p> <p>-Develop mechanisms and disseminate the Treaty, Community laws, the Assembly Newsletter, Hansard Reports.</p> <p>-Conduct study tours and exchange visits with National Assemblies and other stakeholders.</p> <p>-Institutionalize the Inter-Parliamentary Relations Seminars (Nanyuki Series) and modalities for implementation of its recommendations.</p> <p>-Institutionalize the EAC Bureau of Speakers.</p> <p>-Institutionalize the EAC Forum of Clerks</p> <p>Establish Inter-Parliamentary Liaison Committees on all areas covered by the Treaty.</p> <p>-Effectively contribute and subscribe to relevant international organizations.</p> <p>-Establish a mechanism to interface with Civil Society Organizations engaged in areas covered by the Treaty, as well as professional associations, research institutions and the academia</p>	<p>-Well-functioning website.</p> <p>-Number of Newsletters, Hansard and reports published and disseminated.</p> <p>-Number of Study tours and exchange visits conducted,</p> <p>-Number of Nanyuki series held and its recommendations implemented.</p> <p>-Number of Reports and decisions of the EAC Speakers Forum implemented.</p> <p>-Number of Inter- Parliamentary Liaison Committees established.</p> <p>-Number of international organizations ascribed to and number of meetings attended.</p> <p>-Number of mechanisms to interface with Civil Society and others established</p>	<p>-Website is scheduled to be improved in 2010/2011;</p> <p>-Nanyuki series is annual;</p> <p>-Meetings of the Bureau of EAC Speakers are bi-annual;</p> <p>-Production of Newsletters, Hansard reports is periodical;</p> <p>-Study tours, exchange visits and meetings of Committees on various subjects is continuous;</p>	<p>- Speaker's Office;</p> <p>-House Business Committee;</p> <p>-Chairpersons of Committee;</p> <p>-Clerk's office.</p>

APPENDIX II: AREAS COVERED BY THE TREATY FOR THE ESTABLISHMENT OF THE EAST AFRICAN COMMUNITY

Preamble	Chapter 17: Free Movement of Persons, Labour Services, Right of establishment and Residence
Chapter 1: Interpretation;	Chapter 18: Agriculture and Food Security
Chapter 2: Establishment and Principles of the Community;	Chapter 19: Co-operation in Environment and Natural Resources Management
CHAPTER3: Establishment of the Organs and Institutions of the Community;	Chapter 20: Co-operation in Tourism and Wildlife Management
Chapter 4: The Summit;	Chapter 21: Health, Social and Cultural Activities
Chapter 5: The Council:	Chapter 22: Enhancing the Role of Women in Socio-economic development
Chapter 6: The Co-ordinations Committee	Chapter 23: Co-operation in Political Matters
Chapter 7: Sectoral Committees	Chapter 24: Legal and Judicial Affairs
Chapter 8: The East African Court of Justice	Chapter 25: The Private Sector and the Civil Society
Chapter 9: The East African Legislative Assembly	Chapter 26: Relations with other Regional and international Organizations and Development Partners
Chapter 10: Secretariat and Staff of the Community	Chapter 27: Co-operation in other fields
Chapter 11: Co-operation in Trade Liberalization and Development	Chapter 28: Financial Provisions
Chapter 12: Co-operation in Investment and industrial Development	Chapter 29: General, Transitional and Final Provisions.
Chapter13 Co-operation Standardization, Assurance, Metrology & Testing Quality	
Chapter 14: Monetary and Financial Co-operation	
Chapter 15: Co-operation in Infrastructure and Services	
Chapter 16: Co-operation in the Development of Human Resource Science and Technology	

APPENDIX III: LIST OF COMMUNITY LAWS ENACTED ON TO DATE

COMMUNITY LAW PASSED BY THE FIRST ASSEMBLY: 2001-2006	COMMUNITY LAWS ENACTED BY THE ASSEMBLY AND PENDING BILLS AS AT MAY 2010
<ul style="list-style-type: none"> • The Community Emblems Act 2004. • The East African Legislative Assembly (Powers and Privileges) Act 2004. • The East African Community (Appropriation) Act 2004. • The East African Community (Appropriation) Act 2004. • The Acts of the East African Community Act 2004. • The Laws of Community (Interpretation) Act 2004. • The East African Community Supplementary Act, 2005. • The East African Community Customs Management Act 2005. • The East African Community Competition Act, 2006. • The East African Community Standardization, Quality Assurance, Metrology, and Testing Act, 2006. • The East African Community (Appropriation) Act, 2006. 	<p><u>Enactments</u></p> <ul style="list-style-type: none"> • The Lake Victoria Transport Management Act 2007; • The East African Joint Trade Negotiations Act 2007; • The Summit (Delegation of powers and functions) Act 2007; • The East African Customs Management (Amendment) Act 2007; • The East African Community Appropriation Act 2007; • The East African Community (Supplementary) Appropriation Act 2007; • The East African Customs Management (Amendment) Act 2008; • The East African Community Appropriation Act 2008; • The East African Community (Supplementary) Appropriation Act 2008; • The Inter-University Council for East Africa Act 2008; • The East African Community Emblems (Amendment) Act 2008; • The East African Community Budget Act 2008; • The Acts of the Community Act (Amendment) Act 2008, • The East African Community Appropriation Act 2009; • The Summit (Delegation of powers and functions) Amendment Act 2009; • The East African Customs Management (Amendment) Act 2009; • The Civil Aviation Safety and Security Oversight Agency Bill 2008; and • The East African Community Tourism Management Bill 2009 <p><u>Pending Bills</u></p> <ul style="list-style-type: none"> • Lake Victoria Basin Commission Bill, 2007 • The East African Community Transboundary Ecosystems Bill, 2008 • The East African Elections Bill 2009 • The Administration of the East African Legislative Assembly Bill 2010 • The East African Community Service Commission Bill 2010