



EAST AFRICAN COMMUNITY

EAST AFRICAN LEGISLATIVE ASSEMBLY (EALA)

STRATEGIC PLAN 2013 – 2018

THE EAC OFFICIAL ANTHEM:
(With an Informal English Translation)

Jumuiya Yetu sote tuilinde
Lets all guard our Community
Tuwajibike tuimarike
We should be committed and prosper
Umoja wetu ni nguzo yetu
Our unity is our anchor
Idumu Jumuiya yetu.
Long live our Community

1. Ee Mungu twaomba uilinde
Oh God, we pray that you may protect
 Jumuiya Afrika Mashariki
the East African Community
 Tuwezeshe kuishi kwa amani
Enable us to live in peace
 Tutimize na malengo yetu.
So that we may fulfill our objectives.

2. Uzalendo pia mshikamano
Patriotism and togetherness
 Viwe msingi wa Umoja wetu
Should be the foundation of our unity
 Natulinde Uhuru na Amani
May we guard our independence and peace
 Mila zetu na desturi zetu.
Our culture and traditions.

3. Viwandani na hata mashambani
In industries and farms
 Tufanye kazi sote kwa makini
We should work together
 Tujitoe kwa hali na mali
We should work hard
 Tuijenge Jumuiya bora.
We should build a better Community.

One People One Destiny

VISION OF EALA:

“To be an efficient, effective and people-centered regional legislature”

MISSION OF EALA:

“To promote timely legislation, effective oversight and broad representation through programs that facilitate a prosperous, competitive, secure, stable and politically united region in order to enhance the welfare of East Africans”

THEME OF EALA's STRATEGIC PLAN (2013 – 2018):

“People-centered Approach to Widening and Deepening of the EAC Integration by a Strong and Effective EALA”

FOREWORD

On behalf of the East African Legislative Assembly (EALA) and on my own behalf, I am pleased to pen down some reflections as a prologue to the Assembly's Strategic Plan (2013-2018).

The 3rd Assembly which assumed Office on June 5, 2012 has the rigorous, yet enviable task of legislation, oversight and representation for the over 130 million citizens of the EAC region. EALA thus has its work cut-out, key among the issues, being the need to consolidate on the gains made by the 1st and 2nd Assemblies over the last ten years and to up the stakes for the stability and progressive development of the region.

As we continue to deepen and widen the EAC integration process, the Assembly is cognizant of the need to enact relevant legislations to consolidate the Customs Union and the Common Market and those supporting the realization of the Monetary Union and ultimately, the Political Federation. At the same time, EALA must consistently remain on the cutting edge with regard to progress taking place in the region.

The arrival of EALA's Strategic Plan on the scene is thus timely in the dispensation of the integration. EALA, is established under Article 9 of the Treaty for the Establishment of the East African Community, as the Legislative Organ of the Community. Article 48 of the Treaty spells out the Membership of the Assembly, while Article 49 enumerates its functions.

The Assembly was inaugurated by the Summit on 29th November, 2001. On that occasion, the First Assembly, comprising of 27 elected Members and 5 ex-officio Members – representing the (then) founding Partner States, namely; the Republic of Kenya; the United Republic of Tanzania and the Republic of Uganda – were sworn in. Membership of the Assembly has since 1st July, 2007, increased to 45 elected Members and seven (7) ex-officio Members – all totaling to a Membership of 52. This followed the accession to the Treaty and becoming full Members of the EAC, by the Republics of Burundi and Rwanda – thus expanding the number of EAC Partner States to five.

Accordingly Article 49 of the Treaty spells out the functions of the Assembly namely:- The Assembly shall liaise with the National Assemblies of the Partner States on matters relating to the Community; shall debate and approve the budget of the Community; shall 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; shall discuss all matters pertaining to the Community and make recommendations to the Council as it may deem necessary for the implementation of the Treaty, and may for purposes of carrying out its functions, establish any committee or committees for such purposes as it deems necessary.

In line with its primary mandatory functions outlined above, EALA is also expected to execute, and actually executes a wide range of other functions – most of which are in support of the widening and deepening of the EAC integration.

From its inception in November, 2001, the Assembly has served as the main link between the Institutions of the East African Community and the people of East Africa. It has also provided a forum for civil society, the private sector and other non-state actors within the region, to advocate for, *inter alia*, the promotion of the ideals of good governance; accountability; democracy; rule of law and respect for human rights.



The First Assembly played a major role in laying a firm foundation for the future Assemblies. Building upon that foundation, subsequent Assemblies, namely; the Second and Third (the current one), have also made drastic steps and considerable progress; executed numerous programs, projects and activities; and registered significant outcomes and impacts in developing the Assembly further – all in pursuit of its mandate, vision and mission, and in accordance with the expectations of its diverse stakeholders.

It is, therefore, with great pleasure that I am pleased to present EALA's Strategic Plan for the period 2013 – 2018, whose overall goal is to: *“Strengthen and enhance the mandate of the East African Legislative Assembly”*; while its overarching theme is anchored on a: *People-centered Approach to Widening and Deepening of the EAC Integration through a Strong and Effective EALA*”. The Plan further documents the major elements of the situation on the ground that characterize the Assembly – including its key binding challenges and constraints; its key aspirations; desired strategic interventions; major strategic issues; corresponding strategic objectives; expected outcomes; corresponding planned activities, as well as related strategies; all to be pursued over the Plan Period. All the above elements are, *inter alia*, also in line with the relevant provisions of the Treaty, as well as the EAC Development Strategy (2011 – 2016), and are documented in detail in this Strategic Plan.

This Strategic Plan (2013 – 2018) also builds on from EALA's First 3-year Strategic Plan (2010-2012), which was developed and implemented by the Second Assembly.

In view of all the foregoing considerations, successful implementation of this Plan is one of the major strategic means through which the EALA Commission will execute its responsibility to enable the Third Assembly to deliver on its mandate.

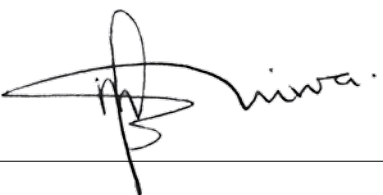
It should also be emphasized that in order to ensure “ownership”, commitment and leadership of this Plan by its various stakeholders, a participatory, consultative and iterative approach was employed throughout the process of its formulation and development.

Premised on the above background, the successful implementation of this Strategic Plan, as well as the achievement of the desired impacts, through effective and timely delivery of the expected outcomes, will necessarily require sincere ownership of the plan; as well as collective responsibility, partnership and full participation of all the diverse stakeholders of the EALA in particular, and East Africans, in general.

I do, therefore, call upon all stakeholders to fully support the successful implementation of this Strategic Plan in all the necessary ways, with a view to achieving its stated overall goal and strategic objectives for the benefit of all East Africans.

One People One Destiny.

For and on behalf of EALA,



Zziwa Nantongo Margaret

SPEAKER OF THE EAST AFRICAN LEGISLATIVE ASSEMBLY

STATEMENT OF COMMITMENT

The East African Legislative Assembly has accorded greater interest in deepening and widening the EAC integration through its legislative, oversight, representative and appropriation roles. To achieve the highest possible standards, it has taken deliberate efforts to translate the EALA part of the EAC Development Strategy into a strategic plan to give it impetus and direction over the next five years covering the period 2013-2018. The strategic plan for this period is a successor to the first strategic plan which has come to an end and provides for six chapters covering-



- 1.0. Introduction and background which contains background information on the EAC and the vision, mission and core values of the EAC.
- 2.0. The East African Legislative Assembly, which contains its major characteristics and information on its evolution over the last 12 years.
- 3.0. EALA's Strategic Plan (2013 - 2018), which contains information on the strategies for the planned period and the situational analysis.
- 4.0. Resource Mobilization and Risk Management for the implementation of activities over the plan period.
- 5.0. Performance Monitoring and Evaluation
- 6.0. Implementation Framework and Strategy

In the above areas, the strategic plan contains carefully analyzed activities which reflect the aspirations that the representatives of the people of East Africa seek to achieve for the region. The result of this document and ideas came through a long and iterative consultative process aimed at generating consensus on what to include in the planning period. It emphasizes the mandate that the Treaty bestows on the Assembly, its vision and mission and the significant attributes for successfully delivering on them. It also spells out core values which will serve as a principle guide to the implementation of the plan. Management will therefore dedicate much of its efforts using the resources availed to it to realize the key deliverables and targets contained in the Strategic Plan while at the same time, it will assist in the monitoring and evaluation requirements.

I take this opportunity to appreciate the dedication and efforts of the EALA Commission, Members and Staff in coming up with this plan. I give special recognition to the Deputy Clerk who worked with the consultant right from the formative stages of the process up to its conclusion.

Last but not least, I together with the staff of the Assembly undertake to work closely with the Commission to realize the goals set forth in this Strategic Plan as we seek to make EALA a truly world class regional parliament that seeks to be as efficient, effective and people-centered.

In support of the Strategic Plan.

Kenneth Namboga Madete

CLERK OF THE EAST AFRICAN LEGISLATIVE ASSEMBLY

ACRONYMS/ABBREVIATIONS

ACP-EU-JPA	African Caribbean Pacific-European Union-Joint Parliamentary Assembly
APU	African Parliamentary Union
ASEAN	Association of South East Asian Nations
AWEPA	Association of European Parliaments with Africa
CASSOA	Civil Aviation Safety and Security Oversight Agency
CPA	Commonwealth Parliamentary Association
EAC	East African Community
EADB	East African Development Bank
EALA	East African legislative Assembly
EAPI	East African Parliamentary Institute
ECOWAS	Economic Community Of West African States
EU	European Union
IPU	Inter-Parliamentary Union
IUCEA	Inter- University Council for East Africa
LVBC	Lake Victoria Basin Commission
LVFO	Lake Victoria Fisheries Organization
M&E:	Monitoring and Evaluation
MIS:	Management Information System
NDI	National Democratic Institute
PAP	Pan-African Parliament
SADC	Southern African Development Community
SMART	Specific, Measurable, Achievable, Realistic and Time bound
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMEA	Trade Mark East Africa
TOR	Terms of Reference
UN	United Nations
WFD	Westminster Foundation for Democracy

TABLE OF CONTENTS

Foreword	4
Statement of Commitment.....	6
Acronyms/Abbreviations	7
Executive Summary	9
1.0. Introduction and Background	12
1.2. Background to the East African Community	12
1.1. Introduction	12
1.3. Vision, Mission and Core Values of the EAC	13
2.0. The East African Legislative Assembly (EALA)	14
2.1. Major Characteristics of the EALA.....	14
2.2. Evolution and Performance of the EALA from its Inception to Date.....	20
3.0. EALA's STRATEGIC PLAN (2013 – 2018)	24
3.1. Preamble and Background to the Strategic Plan.....	24
3.2. Justification for the Strategic Plan (2013 – 2018)	25
3.3. Situational Analysis	26
3.4. The Core Strategic Planning Framework	37
4.0. Resource Mobilization and Risk Management.....	50
4.1. Funding Trends and the Need for Resource Mobilization	50
4.2. Risk Management in Implementing the Strategic Plan	51
5.0. Performance Monitoring and Evaluation	52
6.0. Implementation Framework And Strategy	54
Appendices:	55
Appendix 1: EALA's Stakeholder Analysis.....	55
Appendix 2: Funding Trends for EALA Since Inception	57
Appendix 3: Risk Analysis and Management.....	58
Appendix 4(A): The Comprehensive Planning and Implementation Matrix.....	59
Appendix 5: Areas Covered by the Treaty for the Establishment of the EAC.....	76
Appendix 6: EAC Laws Enacted by EALA since its inception to Date	77

EXECUTIVE SUMMARY

(This document presents) The East African Legislative Assembly (EALA) Strategic Plan (2013 – 2018) covering a range of important elements – all of which combine to make it an appropriately comprehensive plan document.

The main document begins by providing a broad background to the plan, as well as the context within which the central component of the plan is anchored. This background includes a number of important aspects about EALA and the EAC, which greatly inform the core of the strategic plan itself.

With particular regard to EALA, the Strategic Plan outlines the mandate and functions of the Assembly; its administrative structures; its relationship with other Organs and Institutions of the EAC; key stakeholders of the Assembly (including a stakeholder analysis); as well as the evolution and performance of the Assembly from its inception to date. The broad background also includes a preamble to the Strategic Plan; justification for the plan; as well as the Situational Analysis.

The Situational Analysis includes: a brief review of EALA's Strategic Plan (2010 – 12); EALA's major binding challenges and constraints; as well as the Assembly's strategic aspirations for the planned period (2013 – 2018). The same Situational Analysis also includes a SWOT Analysis for the EALA with regard to the Assembly's capacity to deliver on its mandate and strategic interventions, including its planned interventions to address the major implications of the identified Strengths, Weakness, Opportunities and Threats.

The plan is also informed and guided by EALA's mandate; vision; mission, as well as core values.

In order to ensure "ownership", commitment and leadership of this Strategic Plan by its various stakeholders, a participatory, consultative and iterative approach was employed throughout the process of its formulation and development. This was done, inter alia, in recognition of the fact that the successful implementation of the plan, as well as the achievement of the desired impacts, through effective and timely delivery of the expected outcomes, will necessarily require full participation in the plan; as well as collective responsibility, partnership and ownership by all the stakeholders of EALA in particular, and East Africans, in general.

This EALA Strategic Plan (2013 – 2018), builds on from the Assembly's First 3-year Strategic Plan (2010-2012) and is intended to serve as the major Strategic Instrument in order to execute EALA's mandate in a more focused, effective and results-oriented manner over the 5-year Plan period.

The EALA seeks to achieve this aim by strengthening its strategic focus and direction – within its broader institutional and functional framework of the East African Community. In effect, the successful implementation of this Plan is one of the major strategic means through which the EALA Commission will execute its responsibility to enable the Third Assembly to deliver on its mandate.

Indeed, the EAC Treaty provides the general guidelines upon which the Strategic Plan is derived. It stipulates strategic provisions and, in certain instances, timelines for the process of deepening and widening of the EAC integration agenda, through the successive process under the four pillars of integration. This Strategic Plan, therefore, also seeks to implement the relevant provisions of the Treaty under EALA's mandate.

In particular, the plan is designed to serve as the major Strategic Document that expresses and articulates a range of recognized and analytical issues, as well as the dynamics that characterizes the Assembly on the

one hand, and a package of agreed strategic interventions and results to be pursued in addressing those issues on the other. These interventions are to be executed in pursuit of the Overall Goal of the Strategic Plan, namely; *“Strengthen and enhance the mandate of the East African Legislative Assembly”*; and under the overarching theme: *“People-centered approach to widening and deepening of the EAC integration by a strong and effective EALA”*. These are in line with the combined aspirations and expected outcomes of the Assembly over the Plan period and beyond, as well as the Development Objective No.8 of the EAC Development Strategy (2011/12 – 2015/16).

The above-noted analytical and strategic issues and dynamics mainly take the forms of major binding challenges and constraints characterizing EALA over the Planned that emboid period, while the corresponding package includes a set of aspirations; corresponding strategic objectives and interventions; strategies and activities through which those execute interventions will be executed ; as The expected outcomes that the Third Assembly in particular, and the EALA in general, are committed to vigorously pursue.

Accordingly, therefore, the major elements of the Core Planning Framework for this Strategic Plan include the overall goal and overarching theme of the plan; the major guiding principles of the plan; the main identified and recognized strategic issues over the Plan period (2013 – 2018); the major desired strategic interventions over the Plan period; the corresponding objectives; expected outcomes; major strategies to be employed; within the main critical assumptions; and the major activities to be executed, in pursuit of the strategic objectives and expected outcomes.

The set of principles to guide the focused, efficient, and a results-oriented implementation of this Strategic Plan shall include: stakeholder ownership and participation; multi-stakeholder approach and multi-level institutional framework-driven; as well as collective responsibility, commitment and action amongst stakeholder institutions/entities. They will also include: a participatory, consultative and iterative approach; properly planned, targeted and focused interventions; continuous and meticulous Monitoring & Evaluation; as well as resource use efficiency, cost-effectiveness and sustainability.

In light of the situational analysis (including EALA’s major aspirations); and in line with the overall goal and the overarching theme of the Strategic Plan, the six (6) identified major Strategic Issues for the Assembly over the Plan period, are: 1) EALA’s Administrative Autonomy, Capacity and Efficiency; 2) Negotiations for the EAC Pillars of Integration; 3) EALA’s Corporate Image and Institutional Status, Growth and Development; 4) Capacity Building in Regional Parliamentary Practices; 5) Effective, Sustainable and Results-oriented Communication and Sensitization on EAC Integration; and 6) Robust and Effective Monitoring and Evaluation.

Accordingly, the Third Assembly is committed to the execution of a number of major overall Strategic Interventions under this Strategic plan. These include: expeditious and participatory enactmentment of necessary regional laws; strengthening the legislative, oversight and representative functions of the EALA; as well as enhancing and improving communication, liaison and transmission mechanisms between the EALA and National Assemblies. They also include: advocating for the establishment of Standing Committees in Partner States’ Parliaments responsible solely for EAC Affairs; promoting and branding EALA’s image; as well as initiating, developing and implementing programs that empower citizens to participate in EAC integration agenda. They further include: building synergies with other EAC organs and Institutions, as well as other stakeholders and to engage citizens in widening and deepening integration; and seeking to improve and standardize the framework of service within the EAC.

In addition to the above broader strategic interventions, it is important for the Third Assembly to position itself more specifically to effectively execute another related set of targeted interventions in order to effectively play its befitting role, during which period, the next two pillars of integration, namely; the Monetary Union and the Political Federation, are expected to be realized.

As already noted above, and in line with the overall goal and the overarching theme, as well as the corresponding identified major strategic issues for this Strategic Plan, EALA shall pursue a number of Strategic Objectives over the planned period. Accordingly, in pursuit of the stated Strategic Objectives, the Assembly shall, through the implementation of this Strategic Plan, work towards the achievement – by the end of the Plan period – of a number of major desired outcomes. In a related way, in order to achieve the stated desired outcomes, through effective pursuit of the stated strategic objectives, the Assembly shall effectively execute sets of well-planned activities, as well as carry out the investment of the necessary corresponding human; technological; networking; operational; logistical; financial and related resources.

The effective and successful execution of the stated interventions will also require the employment of a number of activities and appropriate strategies taking cognizance of the key critical assumptions that each strategic objective of the plan intends to achieve.

All the above elements are elaborated in detail in the main document, while Box 1 summarizes the main elements of the entire Core Strategic Planning Framework.

Details of the major Activities of this Strategic Plan are duly articulated each set under its respective Expected Outcome, (Appendix 4(B)) to the main document.

Furthermore, the entire Core Strategic Planning Framework is elaborated in outline format in the main document – including its major “measurement”, as well as inputs and resource-related elements (Matrix 5(A) and Matrix 5(B)): *the Comprehensive Planning and Implementation Matrices* – presented in Appendix 4(A) and Appendix 4(B) respectively, to the main document.

The main Plan Document also articulates resource mobilization challenges and strategies; risk analysis and planned risk management strategies; performance Monitoring and Evaluation, as well as the Plan Implementation Framework and Strategy.

The entire Plan Document is then closed with key appendices on: EALA’s Stakeholder Analysis; Funding Trends for EALA since Inception; Risk Analysis and Management; EALA’s Strategic Plan Comprehensive Planning and Implementation Matrix (*Overall Goal; Overarching Theme; Strategic Issues; Strategic Objectives; and Expected Outcomes*); and EAC Laws Enacted by the EALA since its Inception to date.

1.0. INTRODUCTION AND BACKGROUND

1.1. Introduction

The East African Legislative Assembly (EALA) Strategic Plan (2013 – 2018) builds on/from the Assembly's First 3-year Strategic Plan (2010-2012). It is, inter alia, aimed at giving impetus and direction to the work of the Assembly over the next 5-year period.

It is intended to serve as the major Strategic Instrument through which the Assembly seeks to execute its mandate – which is centrally positioned within the EAC framework and under the EAC Treaty – in a more focused, effective and results-oriented manner over the 5-year Plan period (2013 – 2018). EALA seeks to achieve this by, inter alia, enhancing its strategic focus and direction – within its broader institutional and functional framework of the East African Community.

Against the above background and in order to successfully pursue the above overarching/noble aspirations, the Assembly seeks the support, as well as active participation of all stakeholders in all possible ways – in order to achieve the successful implementation of this plan.

1.2. Background to the East African Community



The East African Community (*the Community*), is the regional inter-governmental organization of the Republics of Burundi; Kenya; Rwanda; Uganda and the United Republic of Tanzania; with its headquarters in Arusha, Tanzania. Its main Organs, established under Article 9 of the Treaty for the Establishment of the East African Community (*the Treaty*), are: the Summit of the Heads of State; the East African Legislative Assembly; the Council of Ministers; the East African Court of Justice; and the Secretariat. Besides these Organs, it has the following Institutions: the East African Development Bank (EADB); the Civil Aviation Safety and Security Oversight Agency (CASSOA); Lake Victoria Basin Commission (LVBC); Inter- University Council for

East Africa (IUCEA); the Kiswahili Commission; Lake Victoria Fisheries Organization (LVFO); the Science & Technology Commission; the East African School of Civil Aviation; the East African Parliamentary Institute (EAPI); and the East African Community Health Research Commission.

The Treaty was signed on 30th November, 1999 and came into force on 7th July, 2000, by the then founding Partner States namely; the Republic of Kenya; the United Republic of Tanzania and the Republic of Uganda. The Republics of Burundi and Rwanda acceded to the Treaty on 18th June 2007 and became full Members of the EAC on 1st July, 2007 – thus expanding the number of Partner States to five.

The overarching objective of the Community, as stipulated in Article 5 of the Treaty, is to develop policies and programs aimed at widening and deepening co-operation among the Partner States in political, economic, social and cultural fields; research and technology; defence; as well as security, legal and judicial affairs, for their mutual benefit.

Pursuant to Article 5(2) of the Treaty, Partner States undertook 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, as well as sustained expansion of economic activities – the benefit of which shall be equitably shared.

As of the Year 2012, the Community had a combined population of over 135.4 million people; land area of 1.82 million square kilometers; and a combined Gross Domestic Product of USD84 billion¹. The Community has so far concluded Protocols on the Customs Union and Common Market, which are at various stages of implementation. The process of negotiating the Monetary Union is on-going. The Community, therefore, constitutes a formidable regional bloc, bearing great potential and prospects for political and socio-economic transformation.

1.3. Vision, Mission and Core Values of the EAC

The Vision of the Community is: *“to be a Prosperous, Competitive, Secure, Stable and Politically United East Africa”*.

The Mission of the EAC is: *“to widen and deepen economic, political, social and cultural integration, in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investments”*.

The Core Values of the EAC are:

- Professionalism
- Accountability
- Transparency
- Team work
- Unity in diversity
- Allegiance to the EAC ideals

¹ EAC Website: EAC Quick Facts.

2.0. THE EAST AFRICAN LEGISLATIVE ASSEMBLY (EALA)

2.1. Major Characteristics of the EALA

2.1.1. Overview

The East African Legislative Assembly (*the Assembly*), is established under Article 9 of the Treaty, as the legislative Organ of the Community.

The Assembly, as an Organ of the Community, was inaugurated by the Summit on 29th November, 2001. On the same occasion, the First Assembly, comprising of 27 elected Members and 5 ex-officio Members, were sworn in.

Article 48 of the Treaty spells out the Membership of the Assembly as comprising of nine (9) Members elected by each Partner State; ex-officio members consisting of the 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 seven (7) ex-officio Members – all totaling a membership of 52.

By provisions of Article 48 (1) (b) (ii), the Assistant Minister, or Deputy Minister, or Minister of State responsible for Community affairs from each Partner State is also an ex-officio Member of the Assembly; provided that such Assistant, or Deputy Minister, or Minister of State may only participate in the meetings of the Assembly when the substantive Minister is, for any reason, unable to participate.

Subject to Article 51 of the Treaty, an elected Member of the Assembly shall hold office for five (5) years and is eligible for re-election for a further term of five (5) years.

2.1.2. Mandate and Functions of the EALA

According to Article 49 of the Treaty:

- 1) The Assembly shall be the legislative organ of the Community.
- 2) The Assembly:
 - shall liaise with the National Assemblies of the Partner States on matters relating to the Community;
 - shall debate and approve the budget of the Community;
 - shall 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;
 - shall 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;
 - shall recommend to the Council the appointment of the Clerk and other officers of the Assembly; and
 - shall make its rules of procedure and those of its committees.

3) The Assembly may also perform any other functions as are conferred upon it by the Treaty.

In line with its primary mandatory functions outlined above, the EALA is also expected to execute and deliver on the following further functions, among others:

- To formulate appropriate legislation and policies aimed at establishing and strengthening the EAC Institutions and programs furthering regional integration.

Such Institutions include, but are not limited to, the currently existing Institutions of the EAC, such as Lake Victoria Basin Commission; the Inter-University Council for East Africa; the East African Development Bank; Lake Victoria Fisheries Organization; Civil Aviation Safety and Security Oversight Agency; the Kiswahili Commission; the Commission for Science and Technology; and the East African Parliamentary Institute; the East African school of Civil Aviation; and the East African Community Health Research Commission.

- To provide legislative oversight and to promote good governance, by adhering and establishing a culture of transparency and accountability in Partner States, as well as Community Organs and Institutions, on matters of regional integration and especially, on questions related to public expenditure and budgets.
- To establish a systematic process and structure of dialogue among and between East African citizens on key integration matters, through holding public hearings and disseminating proceedings of the Assembly, and through live interactive media coverage throughout the East African Region.
- To hold periodic consultations and promotional events on EAC integration issues in the region and, thus, establishing clear communication lines between EALA Members and the citizens of East Africa, which encourage their participation in key debates and developments in the EAC.
- To provide a strategic link between the different National Parliaments of the Partner States on specific thematic issues related to the EAC integration.
- To provide a strategic link between the EAC and other Regional Parliaments, such as ECOWAS, SADC and the Pan African Parliament, and to use these linkages to represent and promote the EAC's economic, political and cultural interests internationally, through identification of key opportunities for EAC's participation, engagement and benefit in such topical issues and forums.
- To promote the evolution of the EAC into a Supra-National forum representative and defensive of interests of the majority of East Africans on wider and broader issues of a global scale, such as peace and security, international trade, environmental and climate change concerns, as well as ecotourism.

Against the above background, the EALA requires enhanced capacity in all areas of its work.

2.1.3. Vision

“To be an efficient, effective and people-centered regional legislature”

2.1.4. Mission

“To promote timely legislation, effective oversight and broad representation through programs that facilitate a prosperous, competitive, secure, stable and politically united region in order to enhance the welfare of East Africans”

2.1.5. Core Values

- Allegiance to the objectives of the Community.
- Effectiveness and efficiency.
- Transparency and accountability.
- Ethics and integrity.
- Objectivity and impartiality.
- Teamwork.
- Unity in diversity.

2.1.6. Administrative Structures

The Speaker is the overall Head of the EALA – which is functionally divided into the legislature and the administration. The Assembly operates a committee system in pursuit of its legislative functions.

The EALA Commission provides policy, as well as strategic direction and guidance to the Assembly and it is chaired by the Speaker. It consists of ten (10) Members elected by the Assembly, and the Chairperson of the Council of Ministers as an ex-officio Member. According to Section 4 of the Administration of the East African Legislative Assembly Act, 2012, the Commission is responsible for the following:

- i) organizing and managing the business and programs of the Assembly;
- ii) nominating Members of Standing and other Committees;
- iii) making recommendations to the Council on terms and conditions of service of Members of the Assembly;
- iv) recommending to the Council the appointment of the Clerk and other officers of the Assembly;
- v) making recommendations to the Council on salaries and other terms and conditions of service of the Clerk and other officers of the Assembly;
- vi) making recommendations to the Council on appointment, promotion and exercise of disciplinary control over officers and other staff of the Assembly;
- vii) cause to be prepared in each financial year, estimates of revenue and expenditure for the Assembly for the next financial year;
- viii) recommending to the Council, Rules and Regulations for the staff of the Assembly; and
- ix) performing such other functions as may be necessary for the well-being of the Members and staff of the Assembly, so as to ensure the effective and efficient functioning of the Assembly.

Pursuant to the provisions of Article 49(2) (e) and (g) of the Treaty and the Rules of Procedure made therein, the Assembly established six (6) Standing Committees through which, it carries out its various mandatory functions. The Committees are:

- 1) Accounts Committee;
- 2) Legal, Rules and Privileges Committee;
- 3) Communications, Trade and Investment Committee;

- 4) Agriculture, Tourism and Natural Resources Committee;
- 5) Regional Affairs and Conflict Resolution Committee; and
- 6) General Purpose Committee.

The Commission may also appoint other special Committees as and when necessary.

The Plenary is the ultimate Authority of the Assembly that enacts pieces of legislation; adopts reports, motions and resolutions; approves the EAC budget; and makes any other decisions that fall within its mandate.

The discharge of the administrative functions of the Assembly is the responsibility of the Chief Executive Officer, who is the Clerk, assisted by the Deputy Clerk. This includes implementation of the decisions of the Assembly, the Speaker, the Commission and other Organs of the Community – as and when they have a direct bearing on the Assembly.

The staff establishment currently stands at 30 (13 professional and 17 general staff). The Assembly's institutional structure is made up of the following units:

- the unit responsible for legislative procedures and committees;
- the unit responsible for the Hansard;
- the unit responsible for research, library and information services;
- the unit responsible for finance;
- the unit under the Serjeant-at-Arms;
- the unit responsible for public relations and information dissemination; and
- the unit responsible for ICT services.

The EALA Commission wishes and plans to review the existing structure to come up with a more comprehensive structure, which will enhance the efficiency of the Assembly. This may also include establishment of new Committees, as well.

2.1.7. EALA's Relationship with other Organs of the EAC

In executing its mandatory functions, the EALA mainly relates with its sister Organs of the Community in a diversity of ways, as outlined below:

2.1.7.1. The Summit

The Summit gives overarching directions and provides impetus to the development and achievement of the objectives of the Community. It co-shares the legislative function with the Assembly through assent to Bills. It also determines the terms and conditions of service of the Members, as per Articles 11, 51 (2) and 63 of the Treaty.

Below are some of the most outstanding indicators of sustained good working relations between Assembly and the Summit to date:

- (a) The Assembly has, with the cooperation of the Summit, institutionalized the Annual State of the EAC Address by the Chair of the Summit.



- (b) The Assembly has upheld the practice of inviting respective Heads of State to officially open and address the Assembly whenever it meets in the respective Partner States.
- (c) The Assembly has received improved terms and conditions of service whenever it has tabled them before the Summit.
- (d) The Summit has assented to most of the Bills passed by the Assembly.
- (e) The Speaker has continuously briefed the Summit Members on the activities of the Assembly.

The EALA is committed to, and intends to implement mechanisms that seek to widen and deepen the integration process, as directed by the Summit, especially during the Plan period. This will, however, certainly require more resources to achieve it.

2.1.7.2. The Council of Ministers

In accordance with Article 14 of the Treaty, the Council of Ministers makes policies for the general implementation of the Community's programs, projects and activities. In line with this mandatory role, the Council:

- (a) is empowered by Article 59 of the Treaty to initiate and submit Bills to the Assembly;
- (b) is empowered by Article 132 of the Treaty to consider and submit budgetary proposals to the Assembly in respect of each Financial Year;
- (c) is empowered by Article 49 of the Treaty to submit to the Assembly annual reports on the activities of the Community; annual audit reports of the Audit Commission; and any other reports referred to it.
- (d) is empowered by Article 123 of the Treaty to submit annually, for debate by the Assembly, reports documenting progress made by the Community in the development of its foreign and security policies;
- (e) recommends to the Summit the terms and conditions of service for Members of the Assembly;
- (f) appoints the Clerk and other officers of the Assembly;
- (g) is represented in the Membership of the Assembly; and

- (h) is, through the Ministers for EAC affairs, responsible for tabling before National Assemblies, matters from the Assembly.

The Council is, therefore, the most critical Organ to the Assembly for purposes of introducing business before the Assembly and in acting on its recommendations and resolutions.

The EALA, accordingly, intends to implement programs that seek to broaden consultations with stakeholders on what the Council presents to it. This will, certainly, also require additional resources to operationalize it.

2.1.7.3. The Secretariat

In accordance with Articles 66 and 71 of the Treaty, the Secretariat is the Executive Organ of the Community. In carrying out its work, the following functions are critical to the Assembly:

- (a) Initiating, receiving and submitting recommendations to the Council and forwarding of Bills to the Assembly.
- (b) Initiation of studies and research related to achieving the objectives of the Community.
- (c) Strategic planning, management and monitoring of Community programs.
- (d) General promotion and dissemination of information on the Community to its stakeholders; the general public and the international community.
- (e) General administration of, and financial management for the EAC.
- (f) Mobilization of funds from Development Partners and other sources for the implementation of projects of the Community.
- (g) Establishment of practical working relations with the Court and the Assembly.

The EALA, accordingly, intends to implement mechanisms that seek to foster linkages with this technical arm of the Community, especially during the Plan period. This will require additional resources to achieve it.

2.1.8. Key Stakeholders of the EALA

The EAC integration process is anchored on a “*people-centered principle*” and, hence, all the Organs and Institutions of the Community work towards the fulfillment of the aspiration of “*one people, one destiny*”. The Assembly, as one of the critical organs, is expected to spearhead outreach programs to achieve this noble aspiration. Some of the major stakeholders are the following:

- The Summit.
- The Council.
- The East African Court of Justice.
- The Secretariat.
- EAC Institutions.
- National Assemblies.
- Development Partners.

- Partner States' Ministries, Institutions and Agencies.
- Citizens of East Africa, including the youth; women's groups; Persons With Disabilities; the elderly; students in higher institutions of learning; and the rural populations.
- The Media.
- Civil Society.
- The Private Sector, particularly the business community.
- Other partner Parliamentary bodies and associations outside the region.

In terms of global partnerships and in a bid to ensure sustainability in a fast-changing global environment, the Assembly utilizes all available opportunities to cooperate in political, economic and social spheres, and the resultant advantages are transformed to benefit the EAC region.

In line with the above partnership strategy, the major organizations and associations of which the Assembly is a member, and/or to which it is affiliated, include, but not limited to, the following:

- The Inter-Parliamentary Union (IPU).
- The Pan-African Parliament (PAP).
- The African Parliamentary Union (APU).
- The Commonwealth Parliamentary Association (CPA).
- The Association of European Parliaments with Africa (AWEPA).
- The African Caribbean Pacific-European Union-Joint Parliamentary Assembly (ACP-EU-JPA).
- EAC National Parliaments/Assemblies.
- Other regional parliamentary associations (including EU, ECOWAS, SADC and ASEAN).
- Relevant UN agencies.

Matrix 2 (Appendix 1) summarizes the stakeholder analysis for EALA, including the planned major strategies to enhance the symbiotic relationship between the Assembly and its various major categories of stakeholders.

2.2. Evolution and Performance of the EALA from its Inception to Date

From its inception in November, 2001, the Assembly has served as the main link between the Institutions of the East African Community and the people of East Africa. It has also provided a forum for civil society, the private sector and other non-state actors within the region, to advocate for, inter alia, the promotion of the ideals of good governance; accountability; democracy; rule of law and respect for human rights.

The First Assembly (which was inaugurated on 29th November, 2001), faced formative challenges related to the execution of its mandate, within the wider Community perspective. Despite the seemingly insurmountable challenges, however, including lack of adequate staff; inadequate office premises; limited budgetary provisions, and other related ones; it played its role in laying a firm foundation for the future Assemblies.

To begin with, it enacted core pieces of legislation, such as the EALA Powers and Privileges Act, 2004; the Acts of the Community Act, 2004 and the Laws of the Community Interpretation Act, 2004. These Acts

collectively empowered the Assembly to execute its mandate. By the end of its term, the budget of the Assembly had increased from USD1,335,056 in FY2001/2002 to USD2,924,128 in FY 2006/2007. The Staff establishment had also grown from three (3) members of staff in 2001 to 20 members of staff in 2006/2007. More significantly, it enacted the East African Community Customs Management Act, 2004 in time for the establishment of the EAC Customs Union.



In addition, the First Assembly addressed major issues emanating from trans-boundary phenomena and challenges within the East African region, such as security; cattle rustling and other resource-based conflicts; 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”, as well as the Inter-parliamentary Liaison Committees. These fora made it possible for Parliamentarians from the East African Community Partner States to meet and interact with Members of the Assembly on matters of regional integration.

Furthermore, the First Assembly sensitized the people of East Africa on areas of co-operation under the Treaty, and on projects and programs of the Community. Sensitization was done through seminars, public hearings, workshops, conferences and symposia.

The First Assembly further forged partnerships with entities pursuing similar objectives, both at the regional and international levels. Consequently, the First and subsequent Assemblies have participated in the IPU, SADC, CPA, ECOWAS, PAP and ACP/EU Sessions that have enhanced the EALA’s cooperation regionally and internationally.

It can, therefore, be concluded that the First Assembly built a firm and solid foundation upon which the Second Assembly thrived to register more successes.

Subsequent upon the expiry of the term of the First Assembly on 29th November 2006, Members of the Second Assembly were sworn in on 5th June, 2007, with the first 27 Members from the three pioneer Partner States of Kenya, Tanzania and Uganda. They were later joined by 18 Members from Burundi and Rwanda on 13th May 2008 – increasing the total number to 52 Members (including the Ex-officio Members).

The Second Assembly consolidated the gains of the First Assembly in all the areas it had set out to accomplish in the social, political and economic transformation of East Africa, in accordance with EALA’s mandate.

The Second Assembly secured EALA’s semi-administrative autonomy and with the resulting sub-accounting status, it was able to reasonably plan and execute its activities as envisaged in the Treaty. In addition, it negotiated and achieved an improvement of terms and conditions of service of the Speaker and Members. Towards this end, among its key achievements, the Assembly made its own plans and implemented them with less bureaucratic encumbrances – hence being able to adjust its programs with more flexibility.

The Second Assembly, in line with its legislative mandate, enacted 40 pieces of legislation, most of which emanated from Private Members Bills. These laws were aimed at furthering the Community's ideals by providing legal anchorage.

During the tenure of the Second Assembly, the following notable further achievements were realized by the Community: the expansion of the Community to include the Republics of Burundi and Rwanda, increasing the membership of the Assembly from 32 to 52; increase in the staff establishment; making proposals to the EAC Institutional Review process; and instituting residency of the Speaker in Arusha to enable him/her to provide effective political guidance.

In relation to the Summit, the Assembly;

- i) institutionalized the Annual State of EAC Address by the Chair of the Summit; and
- ii) successfully had all its plenary meetings in Partner States addressed by the host President.

Other key achievements of the Second Assembly included the following:

- (i) It enacted the Administration of the East African Legislative Assembly Act, 2012 – paving the way for the establishment of the EALA Commission.
- (ii) It improved the form and process of budgeting at EAC, in accordance with Article 132 (5) of Treaty;
- (iii) It developed and implemented EALA's first Strategic Plan (2010-2012).

With regard to linkage and liaison with National Assemblies, the Second Assembly:

- (i) spearheaded the establishment of the Forum of EAC Speakers;
- (ii) enacted the East African Parliamentary Institute (EAPI) Act, 2012;
- (iii) enacted the Election of Members of the East African Legislative Assembly Act, 2012;
- (iv) enhanced rotational Sitzings of the Assembly in Partner States; and
- (v) Continued to hold the annual Nanyuki Series.

The Second Assembly further enhanced the strategic international partnerships forged by the First Assembly. In addition, it secured admission to the IPU-UN Parliamentary hearings; the ACP-EU Joint Parliamentary Assembly; the annual EU Presidency meetings; and the Africa Parliamentary Knowledge Network.

The Second Assembly also presided over the EALA 10th anniversary celebrations, thus, increasing the visibility of EAC to the East Africans.

The accomplishments of the First and Second Assemblies have, therefore, laid a firm foundation for the Third Assembly, which was inaugurated on 5th June, 2012 – following the expiry of the term of the Second Assembly on 4th June, 2012.

The Third Assembly intends – by the time of expiry of its term on 4th June, 2017 – to have consolidated, and also built on the gains of its predecessors, as well as to take the Assembly to a higher level, as it seeks to widen and deepen the EAC integration agenda.

In the first year of the Third Assembly, it has been able to achieve the following, among others:

- (i) Operationalized the Administration of the East African Legislative Assembly Act, 2012 and established the EALA Commission.
- (ii) Interacted with all the Members of the EAC Summit of Heads of State.
- (iii) Reviewed and presented to the Council a paper on Members' terms and conditions of service.
- (iv) Oversaw the completion, and also participated in the inauguration of the EAC headquarters.
- (v) Initiated and developed the second Strategic Plan for the Assembly.
- (vi) Participated in the EAC Infrastructure Summit.
- (vii) Sustained the principle of rotational sittings in Partner States, thus, maintaining linkage with National Assemblies.
- (viii) Passed six Bills.
- (ix) Sustained the annual EAC inter-parliamentary games.
- (x) Observed elections in the Republic of Kenya.
- (xi) Initiated and participated in capacity building activities for Members of the Assembly.

In the last 12 years, therefore, the EALA has evolved, developed and distinguished itself as the only regional parliament of its kind in Africa with full legislative powers. Under the EAC Budget Act, 2008, the Assembly has also played a significant role in the budget process – making it transparent, timely and participatory.

The next five years will, thus, be largely devoted to the pursuit of a *people-centered* program that enhances the Assembly's regional and international focus.

3.0. EALA's STRATEGIC PLAN (2013 – 2018)

3.1. Preamble and Background to the Strategic Plan



In line with its overarching aspirations articulated under Section 1.1, EALA's Strategic Plan (2013 – 2018) is designed to serve as the major Strategic Document that expresses and articulates a range of recognized analytical and strategic issues, as well as dynamics characterizing the Assembly on the one hand, and a package of agreed strategic interventions and results to be pursued by the Assembly in addressing those issues on the other, over the Plan period of five years. The interventions are to be executed in pursuit of the Overall Goal of the Strategic Plan, namely; *"Strengthen and enhance the mandate of the East African Legislative Assembly"*.

The stated analytical and strategic issues and dynamics mainly take the forms of the major binding challenges and constraints characterizing the EALA over the Plan period, while the corresponding package includes a set of aspirations; corresponding strategic objectives and strategic interventions; strategies and activities through which to execute those interventions; as well as expected outcomes that the Third Assembly in particular, and the EALA in general, are committed to vigorously pursue.

The EAC Treaty (especially Articles 48, 49 and 132), provides the general guidelines upon which the Strategic Plan is derived. It stipulates strategic provisions and, in certain instances, timelines for the process of deepening and widening of the EAC integration agenda, through the successive process under the four pillars of integration. The Treaty also provides for the structure, role and functions of the Assembly in the integration process. This Strategic Plan, therefore, seeks to implement the relevant provisions of the Treaty under EALA's mandate.

Accordingly, successful implementation of this Strategic Plan is, therefore, one of the major strategic means through which the EALA Commission will execute its responsibility to enable the Assembly to deliver on its mandate.

In order to ensure the much-needed "ownership", commitment and leadership of the Strategic Plan, as well as the corresponding support for its implementation by its various stakeholders, a participatory, consultative and iterative approach was employed throughout the process of its formulation and development. This was done with a view to ensuring, as far as practicable, the necessary participation of the various categories and levels of EALA's key stakeholders.

With particular regard to the procedure and methodology employed, the development of this Strategic Plan involved intensive and extensive consultations with EALA Members and staff, as well as other stakeholders – whereby they participated effectively in sharing and inputting ideas into the draft plan document, as well as intensively discussing them.

During the plan formulation process, reference was made to, inter alia, the following documents to enrich the Strategic Plan:

- The Treaty for the Establishment of the East African Community.
- The EAC Development Strategy (2011-2016).
- The 3-year EALA Strategic Plan (2010-2012).
- The Report of the Committee on Fast Tracking the East African Federation.
- The Parliament of Uganda Parliamentary Strategic Investment and Development Plan (2007-2011).
- The Kenya National Assembly Strategic Plan (2008-2018 – Revised Edition, 2012).
- The Nanyuki Series Reports.
- The Kigali Retreat Report (2009).
- The Hansard Reports of the East African Legislative Assembly.
- The State of the EAC and Presidential Addresses to the Assembly.
- Resolutions and other decisions of the Assembly.
- The decisions of the EAC Speakers' Forum.
- The Reports on the Life and Times of the First and Second Assembly of 2006 and 2012.
- The EAC Resource Mobilization Strategy 2012.

This Strategic Plan shall be implemented in line with all the major features and characteristics of the EALA documented under Section 2.1 – with special attention being paid to its mandate and major functions; vision; mission and core values.

3.2. Justification for the Strategic Plan (2013 – 2018)

The EAC Development Strategy (2011 – 2016) stipulates as its Development Objective 8: *“to strengthen and enhance the mandate of EALA”*. It also outlines the major specific elements under this Development Objective.

It is worth noting that the Assembly is a specialized Organ, with a unique mandate and role in the integration process. Drawing from this reality, it was imperative that the Assembly, accordingly, develops and implements its own Strategic Plan that will enable it to execute its mandate in a focused and results-oriented manner over the 5-year Plan period, in order to effectively contribute to the desired EAC integration.

In line with the above considerations, this Strategic Plan (2013 – 2018) builds on from EALA's First 3-year Strategic Plan (2010 – 2012), which was developed and implemented by the Second Assembly – but left a number of planned interventions either partially, or completely unaccomplished.

Accordingly, this Strategic Plan seeks to accomplish, and/or carry forward the deserving *“unfinished business”* of the First Strategic Plan, and at the same time, pursue a new set of results – all in pursuit of the overall goal: to *“strengthen and enhance the mandate of the East African Legislative Assembly”*, and under the overarching theme: *“people-centered approach to widening and deepening of the EAC integration by a strong and effective EALA”*.

3.3. Situational Analysis

3.3.1. Overview

This section outlines the most salient elements of the situation characterizing the EALA over the Plan period, which partly informed and necessitated the development of this Strategic Plan. These elements include the major binding challenges and constraints; the significant *unfinished business* of EALA's First 3-year Strategic Plan (2010 – 2012) and its implications; as well as EALA's strategic aspirations for the Plan period (2013 – 2018).

3.3.2. Review of EALA's Strategic Plan (2010 – 12)

EALA's Strategic Plan 2010 – 2012 was launched in June, 2010 and various planned activities were implemented thereunder.

The review of the performance of this Strategic Plan established, however, that a number of important planned interventions had not been fully executed by the end of the Plan period. Accordingly, the necessary and deserving ones among these interventions have to be implemented under this Strategic Plan (2013 – 2018) – with a view to ensuring continuity and comprehensiveness in the pursuit of EALA's mandate and mission. The main ones identified are as outlined below:

- 1) Operationalization of the East African Parliamentary Institute (EAPI).
- 2) Implementation of the recommendations of the EAC Institutional Review Report.
- 3) Transformation of the EAC Speakers' Bureau into an Organ of the EAC.
- 4) Realizing the full administrative autonomy of EALA.
- 5) Establishing a mechanism for oversight and implementation of sensitization programs of EALA.
- 6) Establishing a framework for harmonized reporting on EALA's activities with regard to Partner State Parliaments.
- 7) Establishing an M&E Framework and Unit for EALA.

These are appropriately incorporated into the Core Planning Framework of this Strategic Plan – each under its appropriate Strategic issue and corresponding strategic objective.

3.3.3. EALA's Major Binding Challenges and Constraints

3.3.3.1. Financing of the Assembly

As of FY2012/13, 94.8 percent of the Assembly's annual budget, as appropriated by the EALA, was funded by the Partner States, while the EAC Partnership Fund contributed 3.3%; and the Regional Integration Support Project contributed 1.9%. Additional support has also come through the Association of European Parliamentarians for Africa (AWEPA); Trade Mark East Africa (TMEA), the Westminster Foundation for Democracy (WFD); and the National Democratic Institute (NDI).

The resource envelop at the EAC is determined by the Council of Ministers. The major binding challenges and



constraints in this regard, are as outlined below: First, although the Assembly has powers to determine utilization of resources, it can only spend what the Partner States provide and this has serious implications on its plans and operations. Secondly, most of its budget is for personnel emoluments and administration – with inadequate provisions for oversight and representation activities. Worse still, there is limited provision for capacity building (including training), which is mainly provided by the above mentioned Development Partners.

Thirdly, the Assembly has no control over the levels and timelines of disbursement of such funds, which has resulted in disruptions of planned activities. It is, therefore, imperative that a more efficient and sustainable financing mechanism is put in place and operationalized.

In effect, therefore, the current status, where the Assembly is not fully autonomous in terms of administrative; human resource management; financial management (including accounting); as well as legal functions, negates the whole principle of separation of powers.

The EALA Commission will, therefore, require additional resources to secure new partners and more viable financing options for the Assembly.

3.3.3.2. Capacity Needs and Capacity Building

First, statistics reveal that at every subsequent election of a new Assembly, more new Members are elected. The transition between the 1st and 2nd Assembly revealed that the rate of turnover was 78%, while from the 2nd to the 3rd Assembly, it was 58%.

Secondly, at the level of Assembly staff, available staff are also far from adequate. For example, the Assembly completely lacks an in-house Legislative Draftsperson. This slows the pace of legislation. The research services in the Assembly are also inadequate and even the few available Researchers double as Committee Clerks. The Assembly also lacks: an Administrative Officer; a Procurement Officer; a Human Resource Management Officer; and an Internal Auditor.

The recruitment of officers in the above positions will greatly strengthen the Assembly's effectiveness and efficiency.

Accordingly, there is need for putting in place and operationalizing an effective system that is capable of sustainably building capacity, especially in core areas, such as legislation; oversight; budget analysis; bill drafting and legislative research; human resource development, as well as auditing, among others. This will equip the Assembly with the requisite skills and knowledge that are critically needed for it to effectively perform its functions.

Thirdly, the growth and expansion of EAC has created increased workload, leading to new demands. In order for the Assembly to remain relevant and focused in the changing environment, it requires continuous capacity building and improvement of the entire work set-up. Among other constraints, for instance, the current 80 days of sitting of the Assembly are not adequate to cater for both committee and Plenary sessions to complete their work.

It will, therefore, be necessary to increase the days of sitting of the Assembly for both the Committees and the Plenary, as well as carry out other necessary capacity building interventions for the EALA. This will:

- α) Enhance the level of efficiency of the Committees and the Plenary.
- β) Strengthen the capacity of Members and staff in fulfilling their respective responsibilities.

- χ) Enhance the rate of interaction between Members of the Assembly and their counterparts of the Member State National Assemblies, as per Article 49 (2) (a) of the Treaty.
- δ) Strengthen the capacity of the Commission and the Committees, as organs of the Assembly.

Realization of the above interventions and desired results will, however, require necessary resources, which will have to be made available.

3.3.3.3. Structural and Staffing Issues Affecting the EALA

The Treaty envisages an autonomous and independent Assembly in the pursuit of its mandate, especially its oversight role to hold the Executive arm of the Community accountable for its actions.

The major binding challenges and constraints characterizing the Assembly in this regard, are as outlined below:



First, the EALA structure is entwined in the structure of another Organ – the EAC Secretariat – as one of its Departments – and all recruitments and staffing levels are based on its structure.

Secondly, in line with the above status quo, and notwithstanding the uniqueness of parliaments, the Clerk, who is the Chief Executive Officer of the Assembly, is at the level of a Director at the Secretariat.

Thirdly, the status quo does not take into account the fact that the Secretariat is also an Organ, just like the EALA and yet, it (the Secretariat), has six (6) Directorates – with elaborate structures under them, unlike the EALA. Indeed, 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 in the structure than the EALA, which gives them better opportunities for rapid growth and expansion.

Fourthly, the resultant mismatch has led to a lean structure for the Assembly, which is not akin to parliaments² (13 Professional Staff and 17 General Staff) – serving 52 Members; as well as performing other duties and responsibilities to the Secretariat; the Council of Ministers; the Summit; National Assemblies and the general public.

In addition and coupled with the above challenges, the staff turnover is high due to the policy of a two-term limit for professional staff. Where competencies and experience have been built and developed, these are lost every ten years to other institutions. New recruitments have to take place and the cycle of capacity building starts all over again.

² The ratio of staff to Members in most of the National Assemblies is 2-3:1. At the EALA, it is not the case. Thus, the Assembly's staff capacity is thinly spread and its professional mix is inadequate. This puts a toll on the proficiency of existing staff to serve Members, and yet, the Assembly's activities continue to significantly expand.

Furthermore, the implementation of the Common Market, the Monetary Union and Political Federation will definitely expand the legislative, oversight and representative roles of the Assembly. In the medium term, it is expected that a number of legislative measures will be introduced, including new pieces of legislation; repeal of existing ones; and amendment of some others. This, in turn, will increase the activities of the Assembly and will see it requiring more specialist officers to craft laws, policies, rules and regulations. It will also call for a corresponding increase of time and space for the Plenary to discharge its mandatory duties, as well as enabling the Committees to play their legislative, oversight and representative roles. The office of the Clerk, along with the Heads of Department, will also be confronted with more demanding and challenging tasks.

It should also be noted that the EAC integration process has so far gone into the 3rd Pillar – the negotiations of the Monetary Union, but the pace of the implementation of the concluded Protocols, namely; the Customs Union Protocol (2005) and the Common Market Protocol (2009), is very slow. The clearly defined roadmap and timelines are way behind schedule. The Assembly will, therefore, have to enhance its legislative, oversight and representation roles in fast-tracking the process of integration.

It is on the above grounds, inter alia, that the Commission will, as a matter of necessity, have to give priority to the review of the adequacy and appropriateness of the Assembly's current organization structure – with a view to putting in place and operationalizing a structure, which truly reflects the character and nature of the Assembly, in line with similar legislative bodies the world over.³

3.3.4. EALA's Strategic Aspirations for the Period 2013 – 2018

3.3.4.1. *People-centeredness*

The EAC integration process provides an excellent opportunity for a *people-centered approach* to integration. While this is the case, there is limited awareness and knowledge about the process and the four Pillars of integration.

Indeed, whereas Article 7 (1) (a) envisages that people will be at the center of the integration process, many of the programs do not reflect this reality. There is presently, a relative disconnection between the East African people, the bureaucrats and the political leadership.

This, therefore, calls on the EALA to take a “*Driver's seat*” to enhance popular participation of East Africans through its representative role. The Assembly will, accordingly, pursue the involvement of the East African public, through promotion of parliamentary democracy; effective and astute representation of citizens of East Africa; as well as establishing robust inter-parliamentary linkages in the region.



³ In particular, the Assembly requires enhanced capacity in the areas of: legislative and legal Research and Drafting; Budget Analysis and Procedural Expertise. It also needs capacity in production of its official reports; internal audit; human resource management and administration. Above all, there is need to adequately tool and re-tool the staff with modern equipment and infrastructure.

The Assembly will, inter alia, have to strengthen and intensify sensitization and public awareness campaigns about the benefits of integration. It will also adopt a more robust, comprehensive and innovative Communication Strategy to facilitate this process.

The above aspirations will, however, require necessary resources, which will have to be mobilized, in order to be able to operationalize them.

3.3.4.2. Fostering Competitiveness and Market Driven Prospects

The EAC integration process has reached a critical stage, whereby: it is working towards a fully-fledged Customs Union; the implementation of the Common Market Protocol is underway; and negotiations for the Monetary Union have reached an advanced stage. Plans are also underway to establish an Africa-wide free trade area under the tripartite arrangement with COMESA and SADC.

The Assembly will, therefore, play a critical role in enacting requisite pieces of legislation, as well as carrying out the necessary monitoring and oversight of these processes.



3.3.4.3. Governance and Transparency Issues

As the regional decision-making locus gradually shifts to the East African Community under the realities of the political federation, the Assembly will have to espouse universally acceptable principles of good governance; democracy; credible elections; rule of law and observance of human rights; accountability and social justice at the top of its agenda. There will, accordingly, be intensive and extensive interface with numerous stakeholder categories and groups, through participatory processes, to actualize these ideals, including at the national level and in accordance with the Treaty.

In a related way, capacity for the operationalization of the above and related ideals also needs to be built at the regional level, including in the Partner States' Parliaments and beyond.

Accordingly, the East African Parliamentary Institute (EAPI) Act, 2012 established the EAPI. The Institute's offices were commissioned in May, 2012 and there is a commitment from both the EALA and the National Assemblies to support this Institute. There is also an indication that Trademark East Africa (TMEA) will offer technical support.

At present, there is no institution of a similar kind in Africa – consequently, those persons seeking the knowledge and skills EAPI is expected to impart, often have to go to India, UK, Canada, or Ghana. There is, therefore, need for this institute to be expeditiously operationalized in order to build capacity in parliamentary practices in the region and beyond.

Additional resources are, therefore, required for, inter alia, public hearings; public rallies; sensitization workshops; election observation and carrying out goodwill missions; as well as operationalization of the EAPI.

3.3.4.4. Infrastructure, Facilities and other Symbols of Authority

Whereas the EALA has a new Chamber and offices, they are short of key requirements critical for the proper functioning of a legislature. This calls for remodeling of the Chamber (including Lobbies; Table of Clerks; Speaker's robing room; Pigeon Holes; and related items), as well as engendering and improving physical access to offices.

The EALA offices also lack modern tools and equipment, including Desktop computers, CCTVs and reliable internet connectivity.

In effect, therefore, EALA's new chamber and offices need to be brought to the desired international standards of parliamentary chambers befitting the Assembly, in order to provide a conducive working environment; enhance parliamentary practices and procedures; and also promote the Assembly's image, work ethos and transparency. Accordingly, the Assembly will need to do the following:



- i) Procure a Mace.
- ii) Re-design the Chamber.
- iii) Install a fully operational live broadcast facility.
- iv) Expand ICT infrastructure to Members' offices; the Chamber and Committee rooms.
- v) Procure a modern Hansard Unit.
- vi) Establish opportunities for sports and healthy living.
- vii) Expand Library and research facilities.
- viii) Enhance production facilities for reports and other essential documentation services.

Realization of the above crucial aspirations will, however, require the availability of the necessary additional resources.

3.3.4.5. Legislative and Committee Services

Committees generate most of the business of the Assembly. They analyze budgets; Bills; resolutions; petitions and reports submitted to the Assembly. They also carry out public enquiries; public hearings and rallies; as well as involve citizens and other stakeholders in the work of the Assembly.

As such, the EALA will have to engage Experts and Researchers; Draftspersons; Budget Analysts and Clerks. They will also have to be facilitated to employ participatory approaches to influence the legislative agenda.

Successful operationalization of the above aspirations will, certainly, require additional resources.

3.3.4.6. *The EALA Commission and Office of the Clerk*

There is need to strengthen the office of the Clerk and the EALA Commission, through, inter alia, establishing the requisite posts, both at the EALA Headquarters and at the Partner State Chapter level – with a view to facilitating the work of the Assembly and that of Members. There is, similarly, need to strengthen coordination amongst EALA departments and offices to enhance service delivery and staff performance.



The Administration of the East African Legislative Assembly Act, 2012 is also new and is yet to be fully implemented.

Strengthening of the above lead offices and organs of the EALA, and hence, enhancing the capacity of Assembly as a whole – especially given that it is an oversight body – also requires an effective M&E mechanism to, inter alia, ensure quality and follow-up on commitments undertaken by the Council, as well as other Organs and Institutions of the EAC.

Currently, the only M&E framework is under the EAC Secretariat, but does not sufficiently cater for the role and needs of the Assembly. The mechanisms for sanctions in the Treaty are not elaborate. The Audit Commission reports are presented to the Assembly at the end of the

Financial Year, making it late for the EALA to appropriately cause redress to the queries therein.

Accordingly, the EALA is desirous to put in place and operationalize a comprehensive, robust and effective Monitoring & Evaluation (M&E) Framework. This will, inter alia, assist the Assembly in pointing out omissions and weaknesses within the Community in general, and in itself in particular, for timely corrective action, as well as documenting exceptional performance and lessons learnt, for facilitating the improvement of current and future performances.

In line with the functions of the EALA Commission, as stipulated in the Administration of the East African Legislative Assembly Act, 2012, the Commission will spearhead the implementation of this Strategic Plan.

It will require more resources in order to be able to execute this and related mandatory functions._

3.3.5. **SWOT Analysis for the EALA**

As one of the components of the Situational Analysis carried out to partly inform the formulation and development of this Strategic Plan, a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, with regard to EALA's capacity to deliver on its mandate and strategic interventions, was also done.

This sub-section presents the SWOT analysis – summarized in Matrix 1, including EALA's planned interventions to address the major implications of the identified Strengths, Weakness, Opportunities and Threats.

Matrix 1: EALA's SWOT Analysis with regard to its Capacity to Deliver on its Mandate and Strategic Interventions

SWOT	Major Implications	Necessary Strategic Interventions
Strengths The major ones identified are as outlined below: • Existence of the Treaty and relevant laws relating to the EALA, which legally empower the Assembly to function properly. • The Administration of the EALA Act, 2012, which inter alia, created the Commission and empowers the Assembly to become more effective. • The EALA Commission is now reasonably established and constituted to provide policy and strategic direction to the Assembly. • Membership of the Assembly, which also includes Partner State Ministers responsible for EAC affairs; the Secretary General and the Counsel to the EAC. • Powers to legislate for the Community. • Community laws – enacted by the EALA – take precedence over national laws on Treaty matters. • Mandate to represent the people of East Africa. • Mandate to debate and approve the budget of the EAC. • Mandate to oversee the implementation of the budget and programs of the EAC. • Residency of the Speaker in Arusha and on full time basis – hence being able to effectively provide overall political and leadership guidance to the Assembly. • Mandate to consider annual and audit reports of the Community. • EALA being vested with privileges and powers of Court to summon and interrogate. • Members being under oath to be faithful and bear true allegiance to the EAC, as well to protect and defend the Treaty. • Powers to make its own Rules of Procedure for effective execution of its work. • Powers to establish committees to execute functions of the Assembly. • The right to move Private Members Bills, subject to Article 59 of the Treaty. • Membership to Regional and International fora. • Access to the people of East Africa through public hearings, outreach programs, live coverage of proceedings; and rotational sittings in Partner States. • Regular interaction with the Summit through addresses by the Chair and Members of the Summit. • Mandate to liaise with National Assemblies.	The EALA will explore and utilize these Strengths in optimizing its efficiency and capacity under this Strategic Plan.	• All necessary actions that will consolidate and optimize the Strengths, as well as their benefits to the EALA shall be taken through the legislative; representative; and oversight functions. • Take full advantage of these Strengths in the pursuit of EALA's mandate, vision and mission.

Continued...

SWOT	Major Implications	Necessary Strategic Interventions
Weaknesses The major ones identified are as outlined below: • Inadequate institutionalization of liaison between the Assembly and National Parliaments. • Unreliable resource mobilization and sources of funding to the Assembly. • Limited finances, late remittances and restrictive mode of remittances to the Assembly – hence making the EALA financially weak. • Key activities of the Assembly, such as public hearings, capacity building and research, not funded by the Community budget – hence, limiting EALA's capacity to execute them. • Inadequate mechanisms for effective engagement of the business community. • Understaffing and limited staff capacity to effectively execute EALA's work at Committee and Assembly levels. • Limited financial and administrative autonomy. • Low staff morale as a result of inadequate remuneration and lack of career progression, as well as low retention of staff. • Weak Human Resource Management systems in the EALA. • Dependence on Donor funding for some of EALA's activities.	These Weaknesses will partly inform the necessary strategic actions in this Strategic Plan.	All necessary actions will be taken to minimize the Weaknesses themselves, as well as their major impacts.

Continued...

SWOT	Major Implications	Necessary Strategic Interventions
Opportunities The major ones identified are as outlined below: • Existence of the EAC Speakers' Forum, which mainly promotes and strengthens inter-parliamentary relations. • Existence of a supportive civil society and private sector to EALA's work. • Community Legislation has Supra-national effect, which enhances the significance and visibility of EALA. • Existence of various Forums on EAC integration, which facilitate EALA's legislative agenda. • Existence of the Tripartite arrangement between EAC, SADC and COMESA • Interest of Partner States' parliamentary staff to work with the EALA. • Annual Chair of Summit's addresses on the State of the EAC, which mainly give impetus and strategic direction to EALA's work. • Regular Addresses by respective Heads of State to EALA, which mainly give impetus and strategic direction to EALA's work. • Evident benefits of EAC integration with respect to the Customs Union, which enhance EALA's legislative, representative and oversight functions. • Political stability within all the EAC Partner States. • Globalization, whose major benefit to EALA is positively influencing its legislative, representative and good governance work. • Positive and productive relationships with international, continental and regional associations, especially those related to parliaments. • Existence of Information Communication Technology (ICT) in the EAC, whose major benefit to EALA is facilitating legislative research and global networking. • Existence of positive and productive inter-parliamentary relations with National Assemblies. • Existence of Kiswahili as a shared language, as well as shared cultures in East Africa, which facilitate EALA's representative function.	The EALA will utilize these Opportunities in optimizing its efficiency and capacity under this strategic plan.	All necessary actions will be taken to optimize benefits of the Opportunities to the EALA, and also take full advantage of them in the pursuit of its mandate, vision and mission.

Continued...

SWOT	Major Implications	Necessary Strategic Interventions
Threats The major ones identified are as outlined below: • Preferred use of Protocols over Legislation by Partner States, which negatively affects EALA's legislative mandate. • Attempts by Partner States, through the Council, to limit the right of Members to initiate Private Members' Bills, which affects EALA's legislative function. • Inadequate and unsustainable supplementary funding to the direct financial contributions from the Partner States. • Global financial crisis, which limits external supplementary funding to the EALA. • Inadequate adherence by the Partner States to Community laws and resolutions passed by the EALA. • Fears about the sustainability of the EAC in general and the EALA in particular, based on the collapse of the first EAC. • Armed conflicts and political instability in the neighboring countries, like the Democratic Republic of Congo, Somalia and Sudan, which affects EALA's representative function. • Non-institutionalization of a conflict prevention and resolution mechanism, which limits the capacity of the EALA to effectively execute its mandate. • Weak enforcement of Community directives and laws, as well as weak implementation of projects and programs, which affects EALA's oversight function. • Faster pace of technological advancement, which makes the EALA unable to keep up to date with those developments. • Limited awareness of the benefits of EAC integration by the East African population, which negatively affects EALA's role to spearhead the widening and deepening of EAC integration process. • Lack of a precise legislative calendar from the Council of Ministers to enable effective planning and budgeting for EALA's work. • Long and time-consuming bureaucratic process within the EAC, which affects EALA's work. • Delays in implementing the recommendations of the institutional review process, which has negatively affected the structural, managerial and staffing transformation of EALA.	The Threats envisaged will act as pointers to areas which this Strategic Plan will strive to address.	All necessary actions will be taken to minimize the Threats themselves, as well as their major impacts.

3.4. The Core Strategic Planning Framework

3.4.1. Overview

Against the background articulated in the foregoing sections, this section documents the major elements of the Core Planning Framework for this Strategic Plan. These include the overall goal and overarching theme of the plan; the major guiding principles of the plan; the main identified and recognized strategic issues over the Plan period (2013 – 2018); the major desired strategic interventions over the Plan period; the corresponding strategic objectives; major expected outcomes; major strategies to be employed; the main critical assumptions; as well as the major activities to be executed, in pursuit of the strategic objectives and expected outcomes.

3.4.2. The Overall Goal and Theme of the Strategic Plan

As already indicated, the Overall Goal of EALA's Strategic Plan (2013 – 2018) is:

"Strengthen and enhance the mandate of the East African Legislative Assembly".

Accordingly, the Overarching Theme of the Strategic Plan is:

"People-centered approach to widening and deepening of the EAC integration by a strong and effective EALA".

These are in line with the combined aspirations and expected outcomes of the Assembly over the Plan period and beyond, as well as the Development Objective No.8 of the EAC Development Strategy (2011-2016).



Indeed, the EAC Development Strategy (2011/16) further highlights, under Development Objective No.8, the major envisaged Strategic Interventions for EALA as listed below:

- a) Legislation of Regional Laws.
- b) Establishment of a harmonized framework for the EALA Members at the national level.
- c) Establishment of an effective and efficient communication and reporting mechanism between the EALA and the National Assemblies.
- d) Establishing and strengthening the legislative, oversight and representation functions of the EALA that have clear linkages to those at national levels.
- e) Establishing Standing Committees in Partner States' Parliaments solely for the EAC affairs.
- f) Promoting and branding the EAC corporate image.

3.4.3. Major Principles of the Strategic Plan

The focused, efficient, as well as results-oriented implementation of this Strategic Plan shall be guided by some overarching principles, as outlined below:

- 1) Stakeholder ownership and participation.
- 2) Multi-stakeholder approach and multi-level institutional framework-driven.
- 3) Collective responsibility, commitment and action amongst stakeholder institutions/entities.
- 4) A participatory, consultative and iterative approach.
- 5) Properly planned, targeted and focused interventions.
- 6) Continuous, as well as meticulous Monitoring & Evaluation.
- 7) Resource use efficiency, cost-effectiveness and sustainability.

3.4.4. The Major Strategic Issues over the Plan Period

In the light of the situational analysis (including EALA's major aspirations); and in line with the overall goal and the overarching theme of the plan stipulated under Sub-section 3.4.2, the identified major Strategic Issues for the Assembly over the Plan period, are as outlined below:

Strategic Issue 1: EALA's Administrative Autonomy, Capacity and Efficiency.

Strategic Issue 2: Negotiations for the EAC Pillars of Integration.

Strategic Issue 3: EALA's Corporate Image and Institutional Status, Growth and Development.

Strategic Issue 4: Capacity Building in Regional Parliamentary Practices.

Strategic Issue 5: Effective, Sustainable and Results-oriented Communication and Sensitization on EAC Integration.

Strategic Issue 6: Robust and Effective Monitoring and Evaluation.

3.4.5. Summary of Major Strategic Interventions under the Plan

In the light of the situational analysis, and in line with the overall goal and strategic issues outlined in the foregoing sections, inter alia, the Third Assembly is committed to the execution of a number of major overall strategic interventions under this Strategic plan, as outlined below:



- Expeditious and participatory enacting of necessary regional laws.
- Strengthening the legislative, oversight and representative functions of the EALA.
- Enhancing and improving communication, liaison and transmission mechanisms between EALA and National Assemblies.
- Advocating for the establishment of Standing Committees in Partner States' Parliaments responsible solely for EAC Affairs.
- Promoting and branding EALA's image.
- Initiating, developing and implementing programs that empower citizens to participate in EAC integration issues.
- Building synergies with other EAC Organs and Institutions, as well as other stakeholders to engage citizens in widening and deepening integration.
- Seeking to improve and standardize the framework of service within the EAC.

In addition to the above broader strategic interventions, it will be during the tenure of this Assembly that the next two pillars of integration namely, the Monetary Union and the Political Federation, are expected to be realized. In view of this fact, it is important for the Assembly to more specifically position itself to do effectively the following:

- Make requisite legislation to facilitate the full implementation of the Customs Union and the Common Market Protocols.
- Enact regional laws that will facilitate implementation, where protocols have been concluded, but required requisite legislation at Partner State level, is not yet passed.
- Position itself to play a pivotal role in engaging the citizens of East Africa to promote democracy and good governance, upon which the pillar of Political Federation will be premised.
- Enhance Members' and staff capabilities in oversight and research, in line with the EAC Development Strategy (2011 – 2016) – thus calling for requisite resources.
- Comprehensively implement the Administration of the East African Legislative Assembly Act, 2012, which was passed and assented to. The EALA Commission created under this Act, is in the process of putting in place comprehensive programs to fully operationalize the Act to make EALA more effective. Programs in the area of capacity building for Members and staff, as well as, tooling and re-tooling EALA will be undertaken.
- Seize the opportunity of the improved structure, size and outlook, as per the institutional review process undertaken by the EAC, to recruit staff in the newly established positions. The Assembly will also adopt policies on the retention of professional cadres, as well as the training and equipping of all the newly trained staff.
- Strengthen interactive activities in order to enhance linkages and public awareness. This is in fulfillment of Articles 49 (2) (a) and 65 of the Treaty, upon which a Memorandum of Understanding that established the EAC Speakers' Forum was signed. The Speakers' Forum is proposed to become an Organ of the EAC.

This will require necessary resources, which will have to be sought, in order to be able to operationalize it.

- Operationalize the East African Parliamentary Institute (EAPI) Act, 2012, which established EAPI as a training institute on parliamentary practices and procedures. EALA being the custodian of EAPI, has a critical role in making this institution a centre of excellence of the region.
- Continued engagement in regional, continental and international relations and collaboration, as a member of various international parliamentary bodies, including the IPU, CPA, APU and ACP-EU-JPA.

With the above strategic interventions, the EALA will be in a position to more effectively pursue its stated mission and to enhance the execution of its mandate, as stipulated in the Treaty.

3.4.6. Strategic Objectives, Expected Outcomes, Execution Strategies and Major Activities of the Plan

In line with the overall goal and the overarching theme stipulated under Sub-section 3.4.2, as well as the corresponding identified major strategic issues for this Strategic Plan, the EALA shall pursue a number of Strategic Objectives over the Plan period.

Accordingly, in pursuit of the stated Strategic Objectives, the EALA shall, through the implementation of this Strategic Plan, work towards the achievement – by the end of the Plan period – of a number of major desired outcomes.

In a related way, in order to achieve the stated desired outcomes, through effective pursuit of the stated strategic objectives, the EALA shall effectively execute a number of strategic interventions – through, inter alia, the execution of sets of well-planned activities, as well as investment of the necessary corresponding human; technological; networking; operational; logistical; financial and related resources.

Effective and successful execution of the stated interventions and activities will also require the employment of a number of appropriate strategies.

SUMMARY OF THE CORE STRATEGIC PLANNING FRAMEWORK

The Overall Goal of the Strategic Plan:

“Strengthen and enhance the mandate of the East African Legislative Assembly”.

The Overarching Theme of the Strategic Plan:

“People-centered approach to widening and deepening of the EAC integration by a strong and effective EALA”.

Major Principles of the Strategic Plan:

- 1) Stakeholder ownership and participation.
- 2) Multi-stakeholder approach and multi-level institutional framework-driven.
- 3) Collective responsibility, commitment and action amongst stakeholder institutions/entities.
- 4) A participatory, consultative and iterative approach.
- 5) Properly planned, targeted and focused interventions.

- 6) Continuous, as well as meticulous Monitoring & Evaluation.
- 7) Resource use efficiency, cost-effectiveness and sustainability.

The Major Strategic Issues over the Plan Period:

- Strategic Issue 1: EALA's Administrative Autonomy, Capacity and Efficiency.
- Strategic Issue 2: Negotiations for the EAC Pillars of Integration.
- Strategic Issue 3: EALA's Corporate Image and Institutional Status, Growth and Development.
- Strategic Issue 4: Capacity Building in Regional Parliamentary Practices.
- Strategic Issue 5: Effective, Sustainable and Results-oriented Communication and Sensitization on EAC Integration.
- Strategic Issue 6: Robust and Effective Monitoring and Evaluation.

Summary of Key Desired Strategic Interventions under the Plan:

- Expeditious and participatory enacting of necessary regional laws.
- Strengthening the legislative, oversight and representative functions of the EALA.
- Enhancing and improving communication, liaison and transmission mechanisms between the EALA and National Assemblies.
- Advocating for the establishment of Standing Committees in Partner States' Parliaments responsible solely for EAC Affairs.
- Promoting and branding EALA's image.
- Initiating, developing and implementing programs that empower citizens to participate in EAC integration issues.
- Building synergies with other EAC Organs and Institutions, as well as other stakeholders, to engage citizens in widening and deepening integration.
- Seeking to improve and standardize the framework of service within the EAC.

Major Strategic Objectives

Expected Outcomes

Major Execution Strategies

Critical Assumptions

Major Plan Activities

The details of the above-noted plan results and inputs are elaborated in their appropriate sets below:

Strategic Issue 1: EALA's Administrative Autonomy, Capacity and Efficiency**Strategic Objective 1.1: Transforming the EALA into a vibrant, dynamic, efficient, administratively autonomous and self-accounting Assembly.****Expected outcomes**

- 1.1.1. An administratively autonomous, sustainable and self-accounting Assembly.
- 1.1.2. An efficient, effective and dynamic Assembly.
- 1.1.3. Requisite staff establishment in place and enhanced EALA staff performance.
- 1.1.4. Improved and coordinated working relations with other Organs and Institutions of the Community.

Strategies

- 1) Engaging the Summit and the Council of Ministers for the amendment of the Treaty to provide for the full administrative autonomy of the Assembly.
- 2) Amendment of the Administration of EALA Act, 2012 to make the administrative autonomy of EALA comprehensive.
- 3) Following-up on the EAC institutional review process to ensure that the desired administrative structure of EALA is adopted – with a view to making the Assembly more vibrant, dynamic and efficient.

Critical Assumptions

- 1) The Summit; the Council of Ministers; the Secretariat; as well as other key stakeholders within the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Objective 1.2: Strengthening the Administration and Performance of the Assembly.**Expected Outcomes**

- 1.2.1. Improved management of the Assembly.
- 1.2.2. A strong and effective Administration of the EALA, as well as improved working conditions and environment in the Assembly.
- 1.2.3. Effective and results-oriented implementation of the EALA Strategic Plan (2013 – 2018).
- 1.2.4. Improved number and quality of: handled motions, resolutions, petitions, parliamentary questions and reports, as well as Bills to support the integration process and to address other priorities.
- 1.2.5. EALA effectively executing its oversight function.

- 1.2.6.** Enhanced linkages with National Assemblies of Partner States and with EALA Partner States' Chapters.

Strategies

- 1) Adopting an administrative structure that places the EALA at par with its sister Organs of the EAC.
- 2) Institutionalizing performance contracts for all EALA staff to ensure the desired standards of performance, including their effectiveness and efficiency.
- 4) Ensuring follow-up of recommendations of the Assembly and Council decisions to facilitate achievement of value for money.
- 5) Effectively reviewing EAC programs and projects, as well as audited accounts and annual reports, to conform to decisions of the Council and Assembly, as a part of EALA's oversight function.
- 6) Engaging Partner States to avail and support offices for EALA Chapters.
- 7) Strengthening EALA Chapter offices to become more effective in playing their agreed roles by providing them with administrative and research support.

Critical Assumptions

- 1) The Summit; the Council of Ministers; the Secretariat; other EAC Institutions, as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Objective 1.3: Building Adequate Multi-dimensional Capacity in the EALA to Empower it to effectively Execute its Mandate.

Expected Outcomes

- 1.3.1.** Improved capacity and effectiveness of the EALA Commission and Committees⁴.
- 1.3.2.** Enhanced capacity of the Office of the Speaker and the Office of the Clerk⁵.
- 1.3.3.** Improved capacity of EALA Members to legislate.
- 1.3.4.** Improved capacity of EALA staff to facilitate the Assembly.
- 1.3.5.** Improved capacity of EALA to execute its representative, appropriation, as well as other mandatory functions.
- 1.3.6.** Adequate technological, networking, operational, logistical and financial capacity for effective execution of EALA's mandate.

⁴ Including study tours to comparable regional parliaments, to learn more about best practices in the area of executing regional legislative Assembly Commission & Committee work.

⁵ Including a Deputy Speaker and a Personal Assistant to the Speaker.

Strategies

- 1) Carrying out focused and comprehensive Capacity Needs Assessment; as well as developing and implementing a comprehensive Capacity Building Strategy and Program for the EALA.
- 2) Mobilizing funding for building adequate capacity in the EALA.
- 3) Engaging the Council of Ministers to approve adequate official time for the Assembly to execute its mandatory work.
- 4) Having in place adequate and high caliber staff, as well as ensuring optimum staff performance.
- 5) Approving comprehensive budgets that are clearly focused on the priorities of the Community.

Critical Assumptions

- 1) The Summit; the Council of Ministers; the Secretariat; as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Objective 1.4: Strengthening EALA's Research and Legislative Functions and Services.**Expected Outcomes:**

- 1.4.1.** Effectively functional research services and processes in the EALA.
- 1.4.2.** Effectively functional in-house legislative drafting services and processes in the EALA.
- 1.4.3.** EALA effectively networked with appropriate research institutions and institutions of higher learning.

Strategies:

- 1) Engaging the Council of Ministers to establish the required staff positions.
- 2) Engaging services of Researchers, Draftspersons and Budget Analysts as a stop gap measure.
- 3) Forging and maintaining strong networks with appropriate research institutions and institutions of higher learning at national, regional and international levels.
- 4) Establishing a Knowledge and Information Management System.
- 5) Strengthening the library facilities and services of EALA.

Critical Assumptions

- 1) The Council of Ministers, as well as the targeted research institutions and institutions of higher learning, will be cooperative and supportive.

- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Issue 2: Negotiations for the EAC Pillars of Integration

Strategic Objective 2.1: Effectively Supporting and Facilitating Negotiations for the Pillars of Integration.

Expected Outcomes

- 2.1.1. Required pieces of legislation, incorporating the views of East Africans, enacted.
- 2.1.2. The negotiation process for EAC Pillars of Integration effectively supported by the EALA.

Strategies

- 1) Engaging the Media in educating and disseminating information on the integration agenda.
- 2) Carrying out consultations with different stakeholders on topical issues in the integration process.
- 3) Increasing public participation in the legislative process in support of integration, through targeted public hearings; rallies and other sensitization activities.
- 4) Following-up on implementation of relevant EAC laws in Partner States.
- 5) Expeditiously enacting required pieces of legislation and supporting Committee reports to boost the Customs Union; the Common Market; the Monetary Union and Political Federation.

Critical Assumptions

- 1) The relevant Organs, departments and officials of the EAC, as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Issue 3: EALA's Corporate Image and Institutional Status, Growth and Development

Strategic Objective 3.1: Enhancing the Corporate Image of the EALA.

Expected Outcomes

- 3.1.1. Enhanced Corporate Image of the Assembly.
- 3.1.2. Enhanced visibility and significance of the Assembly.

Strategies

- 1) Facilitating the Speaker's office to enhance the public image of the Assembly.
- 2) Strengthening the capacity of EALA's Public Relations function.

- 3) Engaging the Council of Ministers to establish a Protocol Unit in the EALA.
- 4) Procuring a complete set of live broadcasting equipment to supplement the existing one.
- 5) Enhancing EALA's participation in inter-parliamentary conferences.
- 6) Holding rotational Sitzings of the EALA in the EAC Partner States.
- 7) Playing an active role in public, social and corporate responsibility activities during rotational sittings and committee work sessions in Partner States.

Critical Assumptions

- 1) The Council of Ministers; Partner States and their National Parliaments; EALA Chapters; as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Objective 3.2: Enhancing EALA's Institutional Status, Growth and Development.

Expected Outcomes

- 3.2.1. An adequately functional EALA Chamber and improved offices.
- 3.2.2. Improved security and safety systems in the Assembly's premises.
- 3.2.3. Installed and functional equipment and facilities for televised EALA proceedings.
- 3.2.4. ICT compliant EALA chamber and offices.
- 3.2.5. EALA effectively networked with relevant institutions.

Strategies:

- 1) Engaging the Council of Ministers to provide the necessary additional resources.
- 2) Mobilizing additional support from EALA's partners.
- 3) Engaging the EAC Estates Unit to quickly facilitate the desired infrastructural changes at the EALA.
- 4) Forging and maintaining strong linkages and networks with relevant institutions at national, regional and international levels.

Critical Assumptions

- 1) The Council of Ministers; Partner States and their National Parliaments; EALA Chapters; as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Issue 4: Capacity Building in Regional Parliamentary Practices

Strategic Objective 4.1: Operationalizing the East African Parliamentary Institute (EAPI).

Expected Outcomes

- 4.1.1.** A well managed and sustainably functional East African Parliamentary Institute (EAPI) in place.
- 4.1.2.** Enhanced capacity and performance among EAC Members of Parliament, attributable to EAPI's Capacity Building programs and related interventions.
- 4.1.3.** Enhanced capacity and performance among staff of EAC Parliaments, attributable to EAPI's Capacity Building programs and related interventions.
- 4.1.4.** Enhanced effectiveness and visibility of East African regional Parliaments, attributable to EAPI's Capacity Building programs and related interventions.

Strategies

- 1) Mobilization of resources to fund the operationalization of the EAPI.
- 2) Attracting and retaining competent and experienced staff for the institute.
- 3) Empowering the EAPI to develop and offer high quality and competitive capacity building programs.
- 4) Developing strategic partnerships and linkages for the EAPI.
- 5) Effectively promoting and marketing the EAPI within the region and beyond.

Critical Assumptions

- 1) The EAPI Governing Board and Governing Council; Partner States and their National Parliaments; EALA Chapters; as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) The EAPI and EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Issue 5: Effective, Sustainable and Results-oriented Communication and Sensitization on EAC Integration

Strategic Objective 5.1: Strengthening EALA's Capacity to play the Leading Role in Deepening and Widening EAC Integration through Effective Communication, Education and Sensitization.

Expected Outcomes

- 5.1.1.** Enhanced performance of the EALA in spearheading the process of promoting the widening and deepening of the EAC integration.
- 5.1.2.** Increased awareness among the East African people about the EAC integration process, its status, as well as its benefits, attributable to EALA's interventions.

5.1.3. Increased understanding and interest with regard to the EAC Integration by the East African people, attributable to EALA's interventions.

5.1.4. Enhanced willingness among the East African people to participate in EAC integration activities, attributable to EALA's interventions.

Strategies

- 1) Improving the use of Information and Communications Technology (ICT) for public information dissemination.
- 2) Regularly utilizing EALA's website for effective communication and information dissemination for awareness creation on EAC integration.
- 3) Increasing the distribution and coverage of the *Bunge La Afrika Mashariki*.
- 4) Carrying out regular public hearing activities; public rallies; talk shows; and related activities.
- 5) Carrying out other enhanced outreach programs that promote public participation.
- 6) Effectively operationalizing EALA's Communication Strategy, as a major part of this Strategic Plan.

Critical Assumptions

- 1) The EAC Secretariat; relevant Organs, institutions and departments of the EAC; Partner States and their National Parliaments; EALA Chapters; as well as other key stakeholders and partners within and outside the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Strategic Issue 6: Robust and Effective Monitoring and Evaluation

Strategic Objective 6.1: Establishing a Robust Monitoring and Evaluation Framework for the EALA.

Expected Outcomes

- 6.1.1.** A comprehensive, robust and effective M&E framework for the EALA in place and operational.
- 6.1.2.** Enhanced implementation of EALA's activities and EAC programs and projects.
- 6.1.3.** Timely corrective measures being taken by the EALA on its own activities, as well as on EAC programs and projects under its oversight.

Strategies

- 1) Mobilizing financial support for funding the operationalization of EALA's M&E Framework.
- 2) Working in close partnership with other EAC Organs and Institutions in operationalizing the M&E Framework.
- 3) Using a participatory approach in operationalizing the M&E framework.

Critical Assumptions

- 1) The EAC Secretariat; relevant Organs, institutions, departments, as well as programs and projects of the EAC; Partner States and their National Parliaments; EALA Chapters; as well as other key stakeholders and partners within the EAC, will be cooperative and supportive.
- 2) EALA will be adequately funded both internally and externally, to be able to successfully pursue this objective.

Plan Activities and Comprehensive Planning and Implementation Matrices

The major Activities of this Strategic Plan are duly articulated (each set under its respective Expected Outcome), in Appendix 4(B) to this Document. The entire detailed Core Strategic Planning Framework articulated in summary in this section – including its major “measurement”, as well as inputs and resource-related elements – are elaborated in Matrix 5(A) and Matrix 5(B): *the Comprehensive Planning and Implementation Matrices* – presented in Appendix 4(A) and Appendix 4(B) respectively, to this Document.

4.0. RESOURCE MOBILIZATION AND RISK MANAGEMENT

4.1. Funding Trends and the Need for Resource Mobilization

The successful implementation of this Strategic Plan is largely dependent upon the resources that the Assembly will be able to marshal during the Plan period. The adequacy of the resources will, therefore, have a direct bearing on the successful realization of the stated objectives.

The Assembly is mainly funded from the EAC 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, as well as 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. Over time, however, the Community budget has not matched its set objectives of deepening and widening the EAC integration agenda within the set timeframes, notwithstanding concrete steps by the decision-making bodies to create the necessary space for doing so.

According to Article 71 (1) (i) of the Treaty, the function of mobilizing resources for implementation of the projects of the Community is vested mainly in the EAC Secretariat.

Financial trends, however, clearly indicate that since the Assembly's inception, the resources allocated to it are inadequate to fund all its planned activities. Matrix 3 (Appendix 2), illustrates the trend of resource allocation to the EALA since its inception. As a means of coping with the situation, therefore, the Assembly has in the past, relied on Partners to support some of its unfunded activities.

Against the above background and due to the strategic focus and the amount of funds required to implement this Strategic Plan, therefore, the Assembly has to identify other specific sources of funding to supplement the EAC budget. The Assembly has to utilize its semi-autonomous financial status to establish a mechanism for effective and sustainable mobilization of the required resources.

This Strategic Plan is envisaged to cost an estimated total amount of USD 118,964,475 (One Hundred and eighteen Million, nine hundred and sixty four thousand, four hundred and seventy five only), 'over the 5-year Plan period. This calls for *positive aggressiveness* in resource mobilization, as well as prudence and efficiency in resource utilization on the part of the EALA, through, inter alia, prioritizing and focusing its work to achieve optimum impact.

Below are some of the strategies that the Assembly is adopting in mobilizing the required resources to implement the Strategic Plan:

- 1) Putting in place a highly focused and efficient Sub-committee for resource mobilization.
- 2) Enhancing linkages with other parliaments.
- 3) Advocating for the full accounting function and status of the EALA.
- 4) Disseminating the Strategic Plan to potential Development Partners.
- 5) Marketing the Strategic Plan to the corporate world, including through EALA's website.
- 6) Engaging the Council and Summit to ensure that the EAC budget is dedicated to financing the EALA Strategic Plan.

4.2. Risk Management in Implementing the Strategic Plan

The implementation of this Strategic plan is expected to face some risks. These risks need to be anticipated, as well as timely managed and mitigated, in order to ensure smooth and results-oriented implementation of the plan.

Matrix 4 (Appendix 3) summarizes the risk analysis, including proposed mitigation strategies for managing the risk.

5.0. PERFORMANCE MONITORING AND EVALUATION

The crucial importance of a robust, comprehensive and reliable Monitoring and Evaluation (M&E) system in ensuring operationally smooth; resource-efficient; as well as sustainable plan implementation, cannot be over-emphasized. Accordingly, M&E is a key component of the implementation of this Strategic Plan. It will, inter alia, provide feedback from stakeholders to strengthen the results of the plan.

A Sub-Committee of the Commission, in consultation with the M&E function of the EAC, is responsible for this function – using the M&E framework developed for the Assembly. The M&E framework, inter alia, takes cognizance of the need to identify indicators and information requirements.

The M&E framework will facilitate continuous Monitoring & Evaluation of the implementation of the Strategic Plan – with a view to achieving the following, among others:

- 1) Enabling the EALA to properly measure and keep track of the performance of plan implementation in a timely manner.
- 2) Continuous gathering and assembling of vital performance information/data on all activities, projects and programs, including financial data; which will, inter alia, guide timely identification of areas of poor, or exceptional performance, or innovations; and the taking of corrective actions, where necessary, in a timely manner; as well as feeding back into the *planning cycle*.

The major elements and requirements of the M&E framework include those outlined below:

- 1) An effectively operational central M&E Unit.
- 2) A well designed and effectively operational Management Information System (MIS), which constitutes the “heart” of the M&E system.
- 3) An agreed upon official record of all mainstream stakeholder institutions/entities that are either implementing various components of the Strategic Plan, or are directly involved in, or affected by, plan implementation in one way or another.
- 4) An approved standard M&E data/information gathering frame and format containing all the parameters about which all the necessary *SMART* M&E data/information shall be gathered.
- 5) Agreed upon frequency and intervals at which formal M&E reviews and their documentation shall be carried out.

The M&E framework should also have an efficient central mechanism through which:

- 1) All periodic and annual M&E reports shall directly feed into EALA’s central M&E databank in a timely fashion.
- 2) Periodic M&E draft and final reports will always be quickly and effectively managed and utilized for purposes of M&E.

The central M&E Unit will develop adequate capacity to continuously and timely update the MIS databank, as well as ensure easy access to, and retrieval of required data/information.

The major guiding M&E principles and areas of focus in this process are the following:

- (1) Identifying areas of poor performance and the underlying factors, with a view to improving performance.
- (2) Identifying areas of exceptional good performance, with a view to using them to further improve performance.
- (3) Identifying and documenting lessons learnt, with a view to utilizing them in improving the current Strategic Plan implementation process, as well as using them with regard to similar plans, projects, and other initiatives in future.

As an important part of the M&E framework, a reasonably comprehensive Mid-Term Review/Evaluation (MTR/MTE) of the performance of this Strategic Plan shall be carried out at the “*mid-way check-point*” of the Strategic Plan Implementation period – i.e. 2.5 years from the commencement of plan implementation. Subsequently, a Terminal Evaluation (TE) will be carried out towards the actual end of the Plan period.

6.0. IMPLEMENTATION FRAMEWORK AND STRATEGY

This Strategic Plan is implemented by the EALA Commission. It has the responsibility of approving the goal and objectives, as well as the other result and input elements of the plan. The Commission also approves the annual work plans, as well as maintains oversight over resources and implementation of planned activities.

On the other hand, the Office of the Clerk and Committee Chairpersons are responsible for preparing the annual work plans. In order to ensure adequate ownership of the Strategic Plan, as well as adequate participation of the primary stakeholders in plan implementation, an Implementation Sub-committee, composed of Committee Chairpersons and representatives of the Clerk, is charged with the responsibility of reviewing the implementation process on a quarterly basis.

The Clerk is 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. A report on these functions and activities shall, on an annual basis, be prepared and submitted to the Commission, which shall include it in its regular reports to the Assembly.

Financial mobilization is critical for the implementation of planned activities, in pursuit of the stated strategic objectives. Accordingly, resources will be directed towards the Committees, departments and other responsibility centers. They will be supported to effectively execute all approved planned activities and other forms of approved interventions under this Strategic Plan, within their respective mandates and functional areas.

APPENDICES: Appendix 1

Matrix 2: EALA's Stakeholder Analysis

Stakeholder	Stakeholder Expectations from EALA	Expectations of EALA from its Stakeholders	EALA's Strategies for Meeting its Stakeholders' Expectations
The Summit	a) Legislation for the EAC. b) Holding the Council of Ministers accountable. c) Carrying out oversight on EAC projects and programs. d) Representing the interests of the EAC.	a) Giving impetus and direction to the integration process. b) Making Annual State of the Community Addresses. c) Giving Directives to the Council of Ministers and Partner States.	Building adequate and effective capacity within the EALA, as well as enhancing effective communication and information sharing.
The Council of Ministers	a) Legislation for the EAC. b) Holding the Council of Ministers accountable. c) Carrying out oversight on EAC projects and programs. d) Representing the interests of the EAC.	a) Providing policy direction. b) Providing for adequate budgetary resources for the EALA. c) Providing for adequate staffing levels in the EALA.	Building adequate and effective capacity within the EALA, as well as enhancing effective communication and information sharing.
National Assemblies	a) An effective and accountable EALA. b) Approving and enacting regional policies and laws respectively. c) Coordinating Inter-parliamentary relations and Nanyuki series.	a) Harmonized reporting frameworks by the Assemblies. b) Good and productive inter-parliamentary relations.	Building adequate and effective capacity within the EALA, as well as enhancing effective communication, information sharing and networking.
Members of the Assembly	a) Efficient services; and professional, technical, as well as effective administrative support. b) A conducive working environment, including fully equipped offices; Chamber; Committee rooms and other tools of work. c) Capacity Building. d) Commensurate compensation for similar work.	a) Speedy and timely passage of laws. b) Passage of high quality bills. c) High quality of debate in the House. d) Carrying out effective oversight and representation. e) Tabling of high quality reports.	Building adequate and effective capacity within the EALA, ensuring functional internal systems, as well as enhancing effective communication and information sharing.
Staff of the Assembly	a) Adequate remuneration. b) Good Staff welfare. c) Continuous training and development. d) Team work e) Security of tenure of office and respect from stakeholders. f) A conducive working environment. g) A clear career path, development, retention and exit plan. h) A good and considerate employment policy to avoid overworking and breakdown.	a) High quality performance and services to Assembly Members. b) Staff loyalty. c) Timely implementation of EALA's programs. d) Adherence to EALA's rules and regulations.	Building adequate and effective capacity within the EALA, ensuring functional internal systems, as well as enhancing effective communication and information sharing.

Continued...

Stakeholder	Stakeholder Expectations from the EALA	Expectations of the EALA from its Stakeholders	EALA's Strategies for Meeting its Stakeholders' Expectations
The EAC Secretariat and other EAC Organs and Institutions.	a) Timely debate, scrutiny and approval of policies and budgets. b) Timely and effective communication on all issues. c) Effective and balanced representation of all organs and institutions. d) Free access to the Assembly.	a) Timely and effective implementation of approved policies and enacted laws. b) Efficient and effective utilization of resources. c) Efficient and effective feedback on all issues.	Building adequate and effective capacity within the EALA, strengthening inter-institutional cooperation, as well as enhancing effective information sharing and networking.
Media	a) Free access to information at the EALA. b) A conducive working environment at the EALA. c) Receiving regular briefs from the Assembly. d) Receiving timely information on the work of the Assembly. e) Availability of the Assembly Members for talk shows.	a) Responsible journalism. b) Constructive and balanced reporting on EAC matters.	Building adequate and effective capacity within the EALA, as well as strengthening the PR & information dissemination function.
Development Partners	a) Effective implementation of the EAC Treaty and Rules. b) Promotion and practicing of Good governance, Human rights and Accountability. c) Promotion of growth in democracy. d) Responsible and efficient utilization of resources. e) Existence of strategic plans for EALA's work.	a) Adequate support, including resource support, for the implementation of regional integration initiatives. b) Constructive and sustainable partnership. c) High level capacity building support for Assembly.	Building adequate and effective capacity within the EALA, strengthening delivery, accountability & reporting, as well as enhancing effective information sharing.
Citizens of East Africa	a) The Assembly plays its role of enacting laws for deepening and widening of the integration agenda. b) Carrying out oversight of EAC programs and projects. c) Effective representation of National Assemblies and Citizens. d) Promoting Good governance. e) Carrying out high quality and informed legislation. f) Responsible and efficient utilization of resources.	a) Participation in the democratization process. b) Effective feedback reporting mechanisms, especially at the level of national parliaments, public hearings and media debates.	Building adequate and effective capacity within the EALA, strengthening delivery & accountability, as well as enhancing effective communication & information dissemination.
Global Partners (Inter-parliamentary bodies and associations)	a) Active participation in regional and international meetings. b) Implementation of resolutions and domestication of relevant statutes.	a) Learning and adoption of best practices. b) Capacity building for members of the EALA and staff in the effective implementation of parliamentary democracy. b) Contribution of ideas in global matters and issues. c) Debating delegation reports and recommendations.	Building adequate and effective capacity within the EALA, as well as enhancing collaboration, effective communication, information sharing and networking.
Civil Society	a) The Assembly plays its role of enacting the laws for deepening and widening of the integration agenda. b) Carrying out oversight of EAC programs and projects. c) Effective representation of National Assemblies and Citizens. d) Promoting Good governance & Responsible utilization of resources.	b) Participation in the democratization process, as well as in EALA's awareness raising and sensitization activities. c) Effective feedback reporting mechanisms, especially at the level of national parliaments, public hearings and media debates.	Building adequate and effective capacity within the EALA, strengthening delivery & accountability, as well as enhancing effective information sharing.

APPENDICES: Appendix 2

Matrix 3: Funding Trends for the Assembly for Financial Years: 2001/2-2012/13

Year	Total EALA Budget	Total EAC Budget	% of EALA versus EAC Budget
Year 2001/02	1,335,056	6,476,163	20.61%
Year 2002/03	1,749,360	6,556,829	26.67%
Year 2003/04	2,299,669	8,482,270	27.11%
Year 2004/05	2,423,112	12,311,855	19.68%
Year 2005/06	2,653,248	17,329,115	15.31%
Year 2006/07	2,924,128	18,622,021	15.7%
Year 2007/08	6,419,563	28,313,559	22.67%
Year 2008/09	7,348,643	40,499,095	18.14%
Year 2009/10	8,573,761	54,257,291	15.8%
Year 2010/11	10,520,361	77,664,443	13.54%
Year 2011/12	11,679,683	124,304,813	9.39%
Year 2012/13	12,511,772	140,316,455	8.90%
Cumulative Total	70,438,356	533,133,909	13.20%

Source: EALA, Office of the Clerk

APPENDICES: Appendix 3

Matrix 4: Risk Analysis and Management

	Risk Factor	Level	Risk Management Strategies
1.	Resistance to change – largely due to the possible perceptual conflict between the desire for sovereignty on the one hand, and the rationale, as well as benefits of integration, on the other.	High	a) Creating awareness. b) Amending the Treaty to give greater powers to the EAC. c) Enforcing sanctions in accordance with Treaty Provisions.
2.	Chronic under-funding of the Assembly.	High	a) Enhancing EALA's budgeting, appropriation and oversight roles to ensure that limited funds are allocated to priority areas and are efficiently utilized. b) Securing alternative sources of resources.
3.	Lack of awareness of Treaty obligations and functions of the Assembly by the East African public.	Medium	a) Creating awareness through seminars, workshops and public hearings, as well as developing a robust media strategy. b) Carrying out live coverage of Assembly proceedings. c) Publishing and disseminating information on EALA's mandatory roles.
4.	Fear that Treaty amendment and proposals of the Assembly will not be fully effected.	Medium	a) Continuously engaging the Council and the Summit to cede more powers the Secretariat. b) Adopting time specific resolutions to complete the process of ceding powers.
5.	Inadequate Staff and Equipment.	Medium	a) Concluding and implementing the institutional review report, which provides for a new and better administrative structure for EALA. b) Putting in place a recruitment and training policy to ensure faster recruitment of staff. c) Procurement of the required equipment.
6.	Dependency on donor support for core functions in the prevailing situation characterized by the global economic crisis.	Medium	a) Identifying alternative funding sources. b) Ensuring responsible and efficient resource utilization and management. c) Putting in place a monitoring and evaluation system to further facilitate effective and efficient use of resources.
7.	Fear of some elements in Partner States to cede powers and authority to Community Organs and Institutions.	Medium	a) Creating awareness on provisions of the Treaty. b) Seeking interpretation from the East African Court of Justice. c) Enhancing the involvement of EAC stakeholders in the consultative process.
8.	Political instability and conflict in the region and beyond.	Medium	a) Harmonizing principles for free and fair elections. b) Advocating for adherence to the principles of good governance; democracy; rule of law; and respect for human rights. c) Advocating for regional conflict prevention and resolution mechanisms. d) Participating in election monitoring and good will missions.
9.	Negative perception of the Assembly by some Partner States' Civil Servants.	Medium	a) Carrying out positive publicity of the EAC and the Assembly. b) Carrying out public hearings involving Partner States' Civil Servants, National Assemblies and Ministries for East African Affairs. c) Establishing positive partnerships with Partner States' Civil Servants.
10.	Partisan EALA Members and staff.	Medium	a) Carrying out continuous training and sensitization. b) Applying provisions of the Treaty requiring staff not to take and implement instructions from their respective Partner States.

APPENDICES: Appendix 4

Matrix 5(A): EALA's STRATEGIC PLAN (2013 – 2018): COMPREHENSIVE PLANNING AND IMPLEMENTATION MATRIX: OVERALL GOAL; OVERARCHING THEME; STRATEGIC ISSUES; STRATEGIC OBJECTIVES & EXPECTED OUTCOMES

Time Of Planning: June – September, 2013					
Overall Goal: Strengthen and enhance the mandate of the East African Legislative Assembly.					
Overarching Theme: "People-centered Approach to Widening and Deepening of the EAC Integration by a Strong and Effective EALA"					
NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1: EALA's Administrative Autonomy, Capacity and Efficiency					
Strategic Objective 1.1: Transforming the EALA into a vibrant, dynamic, efficient, administratively autonomous and self-accounting Assembly.					
Outcome 1.1.1. An administratively autonomous, sustainable and self-accounting Assembly.	All internal Administrative and Human Resource Management systems, functions, & processes are reasonably separated from the EAC Secretariat and vested in the EALA.	A duly amended EAC Treaty and a duly amended Administration of the EALA Act, 2012, granting the necessary administrative autonomy to the Assembly, in place & operational.	By June, 2015	EALA Commission, assisted by the Clerk	The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.
	EALA is a Subvention, with the Clerk as the Sub-Accounting Officer of the Assembly – empowered with adequate authority and flexibility to efficiently facilitate the EALA Commission in managing the Assembly and executing its mandate in a timely, efficient & results-oriented manner¹.	Related formal EAC Secretariat correspondences authorizing & affirming the various dimensions of the administrative autonomy.			
	EALA continuously has adequate resources to execute its mandatory functions².	EALA's Annual Programmed Activity and Financial Reports.			
		EALA's relevant periodic M&E reports.	By December, 2015 (& Continuous)		

¹ Including authority and flexibility to efficiently support and facilitate the EALA Commission in decision-making; planning, implementation and Monitoring & Evaluation of the Assembly's programs, projects and other activities.

² In accordance with the Assembly's realistic and duly approved Annual Work Plans and Budgets (also guided by this Strategic Plan).

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 1.1.2. An efficient, effective and dynamic Assembly.	All EALA's mandatory functions are cost-effectively and well executed in a timely manner, in accordance with: periodically approved work plans and budgets, as well as emerging trends and realities.	- Minutes of the Commission's Meetings & of other Top Management Meetings. - Periodic reports of the Office of the Clerk to the Commission. - The Hansard. - EALA's Annual Programmed Activity and Financial Reports. - EALA's relevant periodic M&E reports.	By December, 2015 (<i>& Continuous</i>)	EALA Commission, assisted by the Clerk	The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.
Outcome 1.1.3. Requisite staff establishment in place and enhanced EALA staff performance.	- All EALA Departments & units optimally staffed. - All EALA staff performing their duties in accordance with the established standards and targets.	- EALA Staff Establishment record. - Annual Staff Performance Appraisal reports.	By December, 2015 (<i>& Continuous</i>)	EALA Commission, assisted by the Clerk	The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.
Outcome 1.1.4. Improved and coordinated working relations with other Organs and Institutions of the Community.	- EALA Speaker & Clerk regularly participate in Inter-organ and executive meetings, as well as related activities. - EALA has in place effective arrangements for results-oriented participation of all other EAC organs & institutions in its activities, in accordance with the approved annual calendar.	- Minutes & other formal records of the Inter-organ and executive meetings, as well as related activities. - The document containing EALA's arrangements for effective participation of all other EAC organs & institutions in its activities.	By December, 2014 (<i>& Continuous</i>)	EALA Speaker & Clerk	Successful pursuit of this outcome also requires optimum cooperation of the other EAC Organs & Institutions.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 1.2.3. Effective and results-oriented implementation of the EALA Strategic Plan (2013 – 2018).	- At least 95% of the stated Strategic Objectives & Outcomes are achieved. - At least 95% of the specific programs; projects and other initiatives emanating from this Strategic Plan are successfully implemented. - At least 95% of the resources expected to be generated through this Strategic Plan are secured by EALA.	- EALA's Composite Annual Reports. - EALA's Annual Financial reports. - EALA's relevant periodic M&E reports⁸. - The Strategic Plan Mid-Term Review (MTR) & Terminal Evaluation (TE) reports.	- After launch, periodically (& Continuous). - Mid-Term Review/ Evaluation: By June 2016. - Terminal Evaluation: By June, 2018.	The Strategic Plan Implementation Sub-committee under the leadership of the Clerk.	The Commission, spearheaded by the Speaker, to provide all the necessary policy & strategic direction & support, as well as to champion the resource mobilization efforts.
Outcome 1.2.4. Improved number and quality of: handled motions, resolutions, petitions, parliamentary questions and reports, as well as bills to support the integration process and to address other priorities.	At least, 95% of EALA's deliverables listed in Column 1 are effectively pursued to high standards, through a consultative process and in a timely manner, in accordance with their respective pre-agreed timeframes.	- Periodic reports of EALA Committees. - Periodic reports of Assembly's Plenary. - The Hansard. - EALA's Annual Programmed Activity Reports. - Periodic M&E reports.	By December, 2015 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that Legislators are provided with adequate & timely technical support in pursuit of this outcome.

⁸ M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "Internal Component" of the Framework).

⁹ The Departments are: the Office of the Speaker & the Commission; Finance & Administration; Legislative Procedures & Committees; Research, Library & Information Services; & Official Report (Hansard).

¹⁰ Including policy formulation and strategic management, as well as decision-making and execution.

¹¹ Comparable to the International Civil Service standards, such as of similar regional institutions and the UN system.

¹² Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

¹³ M&E reports prepared and submitted in accordance with EALA's M&E Framework (both the "Internal & External" Components of the Framework).

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 1.2.5. EALA effectively executing its oversight function.	All relevant EAC programs and projects effectively monitored and evaluated by EALA, in accordance with the approved Oversight Framework, and resources are efficiently utilized in those programs and projects.	- EALA's specific periodic Program & Project supervision/monitoring reports¹⁴. - Periodic M&E reports of the respective EAC programs & projects under the oversight of the EALA. - Audit reports of the respective EAC programs & projects. - EALA's Periodic M&E reports¹⁵.	By December, 2014 (& Continuous)	EALA Commission, assisted by the Clerk	- With the legislative support of Committee Chairpersons. - Successful pursuit of this outcome, inter alia, requires optimum cooperation & support of the EAC Secretariat, as well as of the Managements of the respective EAC programs & projects under the oversight of EALA.
Outcome 1.2.6. Enhanced linkages with National Assemblies of Partner States and with EALA Partner States' Chapters.	- There exists an effective and operational framework for collaboration and partnership between the EALA and National Assemblies of Partner States and Partner States' Chapters. - EALA and National Assemblies of Partner States and Partner States' Chapters are collaborating effectively.	- Specific MoUs between EALA and the respective partner Assemblies & Chapters. - Mutually agreed and approved documented calendars or programs of collaborative engagements. - Formal records of joint-programs, projects and related activities. - Periodic progress reports on EALA's collaboration with its partner Assemblies & Chapters. - EALA's periodic M&E reports.	By December, 2014 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that coordination, networking & logistical support are provided in a timely manner, in pursuit of this outcome.

¹⁴ Including Back to Office reports on field visits and spot checks.¹⁵ M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "External Component" of the Framework).

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Objective 1.3: Building Adequate Multi-dimensional Capacity in the EALA to Empower it to effectively Execute its Mandate					
Outcome 1.3.1. Improved capacity and effectiveness of the EALA Commission and Committees ¹⁶ .	- Timely and more efficient handling of: motions, resolutions, petitions, parliamentary questions and reports, as well as bills to support the integration process, in accordance with the Treaty; relevant Acts and Rules of Procedure. - The Commission's and Committees' representative & appropriation, as well as other mandatory functions are effectively executed.	- Periodic reports of the EALA Commission. - Periodic reports of EALA Committees & Plenary. - The Hansard. - EALA's Periodic M&E reports¹⁷.	By December, 2015 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that operational, networking, logistical, technical & capacity building support are provided in a timely manner, in pursuit of this outcome.
Outcome 1.3.2. Enhanced capacity of the Office of the Speaker and the Office of the Clerk.	- EALA has a Deputy Speaker & a Personal Assistant to the Speaker to support the Speaker & the Commission in providing policy & strategic leadership to the Assembly. - The Offices of the Speaker & the Clerk are optimally equipped and facilitated to execute their functions¹⁸.	- EALA's Staff Establishment record. - EALA's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - The Assembly's Annual Programmed Activity Reports.	By December, 2015 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that all the Commission's initiatives & interventions in pursuit of this outcome are effectively followed up in a timely manner.
Outcome 1.3.3. Improved capacity of EALA Members to legislate.	Timely and more efficient handling of: motions, resolutions, petitions, parliamentary questions and reports, as well as bills to support the integration process by EALA Members, in accordance with the Treaty; relevant Acts and Rules of Procedure.	- Periodic reports of EALA Committees & Plenary. - The Hansard. - EALA's Periodic M&E reports.	By December, 2014 (& Continuous)	EALA Committee Chairpersons.	The Commission & Clerk's Office to ensure that the necessary operational, technical & capacity building support are provided to Members in a timely manner, in pursuit of this outcome.

¹⁶ Including through study tours to comparable regional parliaments, to learn more about best practices in the area of executing regional Legislative Assembly Commission & Committee work.¹⁷ M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "Internal Component" of the Framework).¹⁸ Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 1.3.4. Improved capacity of EALA staff to facilitate the Assembly.	EALA staff more efficiently provide technical support services to the Assembly and other stakeholders in a timely manner & in accordance with approved performance standards.	- Annual Staff Performance Appraisal reports. - Periodic reports of EALA Committees & Plenary. - EALA's Periodic M&E reports.	By December, 2014 (& Continuous)	The Clerk.	The Commission to ensure that the necessary operational, resource & capacity building support are provided to staff in a timely manner, in pursuit of this outcome. - With the legislative support of Committee Chairpersons. - The Clerk's Office to ensure that operational, networking, logistical, technical & capacity building support are provided in a timely manner, in pursuit of this outcome.
Outcome 1.3.5. Improved capacity of EALA to execute its representative, appropriation, as well as other mandatory functions.	The Assembly is efficiently & timely executing its mandatory representative; appropriation and other functions, in accordance with the relevant Treaty provisions.	- Periodic reports of EALA Committees & Plenary. - The Hansard. - EALA's Periodic M&E reports¹.	By December, 2014 (& Continuous)	The Commission, spearheaded by the Speaker.	
Outcome 1.3.6. Adequate technological, networking, operational, logistical and financial capacity for effective execution of EALA's mandate.	EALA has in place: optimal, appropriate and necessary hardware, software & connectivity; all other necessary equipment; necessary vehicles & other related logistical facilities; as well as required funds to effectively execute its mandate ² .	- EALA's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - The Assembly's Annual Composite Reports.	By December, 2015 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that all the Commission's initiatives & interventions in pursuit of this outcome are effectively followed up in a timely manner.

¹⁹ M&E reports prepared and submitted in accordance with EALA's M&E Framework (both the "Internal & External" Components of the Framework).

²⁰ Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Objective 1.4: Strengthening EALA's Research and Legislative Functions and Services.					
Outcome 1.4.1. Effectively functional research services and processes in the EALA.	- EALA has in place optimal Legislative Research staff and facilities to effectively support the Assembly in the execution of its functions. - Research staff are appropriately deployed; effectively supervised; optimally facilitated & are executing their duties effectively and in a timely manner, in accordance with approved performance standards. - The Assembly is efficiently executing its legislative functions.	- EALA's Staff Establishment record. - Annual Staff Performance Appraisal reports. - The Hansard. - Periodic reports of EALA Committees & Plenary. - EALA's Periodic M&E reports.	By December, 2015 (& Continuous)	The Clerk	The Commission to ensure that the necessary operational & resource support are provided to staff in a timely manner, in pursuit of this outcome.
Outcome 1.4.2. Effectively functional in-house legislative drafting services and processes in the EALA.	- EALA has in place optimal Legislative Drafting staff and facilities to effectively support the Assembly in the execution of its functions. - Drafting staff are appropriately deployed; effectively supervised; optimally facilitated & executing their duties effectively and in a timely manner, in accordance with approved performance standards. - The Assembly is efficiently executing its legislative functions.	- EALA's Staff Establishment record. - Annual Staff Performance Appraisal reports. - The Hansard. - Periodic reports of EALA Committees & Plenary. - EALA's Periodic M&E reports.	By December, 2015 (& Continuous)	The Clerk	The Commission to ensure that the necessary operational & resource support are provided to staff in a timely manner, in pursuit of this outcome.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 1.4.3. EALA effectively networked with appropriate research institutions and institutions of higher learning.	- There exists an effective and operational framework for collaboration and partnership between the EALA and all appropriate institutions. - EALA and the relevant institutions are collaborating effectively and in a results-oriented manner.	- Specific MoUs between EALA and its respective partner institutions. - Mutually agreed and approved documented calendars & other programs of collaborative engagements. - Formal records of joint-programs, projects and related activities. - Periodic progress reports on EALA's collaboration with its partner institutions.	By June, 2015 (& Continuous)	The Clerk.	The Commission to ensure that the necessary operational, logistical, networking, negotiation & resource support are provided in a timely manner, in pursuit of this outcome.
Strategic Issue 2: Negotiations for the EAC Pillars of Integration					
Strategic Objective 2.1: Effectively Supporting and Facilitating Negotiations for the Pillars of Integration.					
Outcome 2.1.1. Required pieces of legislation, incorporating the views of East Africans, enacted.	All necessary popular legislation for supporting the Pillars of the EAC Integration are enacted in a timely manner ²¹ .	- Periodic reports of EALA's Committees & Plenary. - The Hansard. - The documented pieces of legislation themselves. - EALA's Annual Programmed Activity Reports. - Periodic M&E reports	By June, 2016 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that the necessary operational, logistical, networking & technical support are provided in a timely manner, in pursuit of this outcome.

²¹ EALA targets to have enacted at least, 50% of all the required pieces of legislation by December, 2016.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 2.1.2. The negotiation process for EAC Pillars of Integration effectively supported by the EALA.	- The Council; Secretary General & EAC Directorates are duly convened to give briefings & updates to the Assembly on the Pillar negotiation process for the Customs Union; Monetary Union & Common Market. - EALA effectively taking the necessary actions within its mandate to support and facilitate the negotiation process for the Pillars of Integration.	- Minutes and other formal records of meetings between the EALA and the Council; the Secretary General & EAC Directorates. - Periodic EAC progress reports on the Integration process. - The Assembly's Annual & periodic M&E reports.	By December, 2016 (& Continuous)	The Commission, spearheaded by the Speaker.	- With the legislative support of Committee Chairpersons. - The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Strategic Issue 3: EALA's Corporate Image and Institutional Status, Growth and Development					
Strategic Objective 3.1: Enhancing the Corporate Image of the EALA.					
Outcome 3.1.1. Enhanced Corporate Image of the Assembly.	EALA is respected and held in high regard by many local, regional and international institutions/entities, as well as the East African general public.	- Local, national, regional and international media reports (print & electronic media). - EALA's Website. - EALA's own sample survey reports. - Records of meetings, conferences, workshops & other fora between the EALA & its partners/stakeholders. - Periodic publications of EALA's partner/stakeholder institutions/entities. - The Assembly's Annual & periodic M&E reports¹.	By June, 2015 (& Continuous)	The Commission, spearheaded by the Speaker	The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.

²² M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "External Component" of the Framework).

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 3.1.2. Enhanced visibility and significance of the Assembly.	EALA is widely perceived & recognized as an institution capable of effectively executing its mandate; having significant influence & impact on other institutions/entities, as well as having significant influence & impact on the lives of the East African people ²³ .	- Local, national, regional and international media reports (print & electronic media). - EALA's Website. - EALA's own sample survey reports. - Records of meetings, conferences, workshops & other fora between the EALA & its partners/stakeholders. - Periodic publications of EALA's partner/stakeholder institutions/entities. - The Assembly's Annual & periodic M&E reports²⁴.	By December, 2016 (& Continuous)	The Commission, spearheaded by the Speaker	The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Strategic Objective 3.2: Enhancing EALA's Institutional Status, Growth and Development.					
Outcome 3.2.1. An adequately functional EALA Chamber and improved offices.	The Chamber and offices have in place appropriate infrastructure, as well as optimum systems and facilities befitting a regional parliamentary institution like the EALA ²⁵ .	- EALA's architectural & structure master plan. - The Assembly's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - The Assembly's Annual Composite Reports.	By June, 2015 (& Continuous)	The Commission, spearheaded by the Speaker.	The Clerk's Office to ensure that all the Commission's initiatives & interventions in pursuit of this outcome are effectively followed up in a timely manner.

²³ Including, as a major champion & promoter of the ideals of good governance; accountability; democracy; rule of law; as well as respect for human rights.

²⁴ M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "External Component" of the Framework).

²⁵ Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – <i>Continued...</i>)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	EMARKS
Outcome 3.2.2. Improved security and safety systems in the Assembly's premises.	- A modern & fully functional electronic security and safety system in place. - Optimum, efficient, reliable and competent security personnel in place, who are also effectively managed.	- EALA's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - The Assembly's Staff Establishment record. - Annual Staff Performance Appraisal reports. - The Assembly's Annual Composite Reports.	By December, 2014 (<i>& Continuous</i>)	The Serjeant-at-Arms (SAA)	- With the support of the Clerk. - The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.
Outcome 3.2.3. Installed and functional equipment and facilities for televised EALA proceedings.	- A complete live parliamentary TV unit for both internal & external broadcasting in place & operational. - Competent staff are effectively operating the system.	- EALA's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - Annual Staff Performance Appraisal reports. - The Assembly's Annual Composite Reports.	By June, 2015 (<i>& Continuous</i>)	The Clerk.	The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.
Outcome 3.2.4. ICT compliant EALA chamber and offices.	The Chamber and offices have in place appropriate ICT compliant infrastructure, as well as optimum electronic systems and facilities ¹ .	- EALA's architectural & structure master plan. - The Assembly's Asset & Inventory register/records. - The Assembly's Annual Procurement & Financial Reports. - The Assembly's Annual Composite Reports.	By January, 2017 (<i>& Continuous</i>)	The Clerk.	The Deputy Clerk to share the Clerk's part of the responsibility, through effective & sustainable support.

²⁶ Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 3.2.5. EALA effectively networked with relevant institutions.	- There exists an effective and operational framework for collaboration and partnership between the EALA and all appropriate institutions¹. - EALA and the relevant institutions are collaborating effectively and in a results-oriented manner.	- Specific MoUs between EALA and its respective partner institutions. - Mutually agreed and approved documented calendars or programs of collaborative engagements. - Formal records of joint-programs, projects and related activities. - Periodic progress reports on EALA's collaboration with its partner entities.	By June, 2015 (& Continuous)	The Commission, spearheaded by the Speaker	The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Strategic Issue 4: Capacity Building in Regional Parliamentary Practices					
Strategic Objective 4.1: Operationalizing the East African Parliamentary Institute (EAPI).					
Outcome 4.1.1. A well managed and sustainably functional East African Parliamentary Institute (EAPI) in place.	EAPI has in place: efficient leadership & management systems; operational & functional systems; optimum and sustainable levels of clientele, as well as optimum technological, networking, operational, logistical, human & financial resources & facilities.	- EAPI's Organization Structure (Organogram). - Periodic reports of the EAPI Operationalization Sub-committee. - Minutes of meetings & periodic reports of EAPI's Governing Council; Governing Board; & Top Management. - Asset & Inventory register/records. - Annual Procurement & Financial Reports. - EAPI's Staff establishment record & Performance Appraisal reports. - Client register/enrollment records. - Periodic M&E reports.	By December, 2014 (& Continuous)	The EAPI Operationalization Sub-committee & the Executive Director, EAPI.	- Under the overall supervision & guidance of the EAPI Governing Council & Governing Board. - With the support of the EALA Commission and with the administrative support of the Office of the Clerk.

²⁷ Including the appropriate Telecasting Firms within the region for purposes of facilitating TV coverage of EALA's proceedings and other activities.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 4.1.2. Enhanced capacity & performance among EAC Members of Parliament, attributable to EAPI's Capacity Building programs & related interventions.	EAC Members of Parliament trained by EAPI are able to more efficiently execute their representative; legislative; oversight; appropriation and other mandatory functions, in accordance with their respective Acts and Rules of Procedures.	- EALA's & EAPI's Impact Assessment Reports on the post-training legislative capacity & performance of its Parliamentary Legislator Alumni. - Periodic reports of the respective Parliamentary Committees & Plenaries. - The Hansards of the respective Parliaments. - Periodic M&E reports of the respective Parliaments.	By June, 2017 (<i>& Continuous</i>)	The EAPI Operationalization Sub-committee & the Executive Director, EAPI.	- Under the overall supervision & guidance of the EAPI Governing Council & Governing Board. - The EAPI Governing Council & Governing Board to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Outcome 4.1.3. Enhanced capacity & performance among staff of EAC Parliaments, attributable to EAPI's Capacity Building programs & related interventions.	Parliamentary staff trained by EAPI are able to more efficiently provide technical support services to their respective Assemblies and other stakeholders in a timely manner, in accordance with their respective approved performance standards.	- EALA's & EAPI's Impact Assessment Reports on the post-training technical capacity & performance of its Parliamentary Staff Alumni. - Periodic reports of the respective Parliamentary Commissions. - Annual Staff Performance Appraisal reports of the respective Parliaments. - Periodic M&E reports of the respective Parliaments.	By June, 2017 (<i>& Continuous</i>)	The EAPI Operationalization Sub-committee & the Executive Director, EAPI.	- Under the overall supervision & guidance of the EAPI Governing Council & Governing Board. - The EAPI Governing Council & Governing Board to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 4.1.4. Enhanced effectiveness and visibility of East African regional Parliaments, attributable to EAPI's Capacity Building programs & related interventions.	Regional Parliaments, whose Members & staff are trained by EAPI are able to more efficiently execute their representative; legislative; oversight; appropriation and other mandatory functions, in accordance with their respective Acts and Rules of Procedures, hence also more results-oriented and visible.	- EALA's & EAPI's Impact Assessment Reports on the post-capacity building performance, effectiveness & visibility of participating Parliaments. - Records of meetings, conferences, workshops & other fora in which the respective Parliaments participate. - Periodic publications of the respective Parliaments. - The Annual & periodic M&E reports of the respective Parliaments.	By December, 2017 (& Continuous)	The EAPI Operationalization Sub-committee & the Executive Director, EAPI.	- Under the overall supervision & guidance of the EAPI Governing Council & Governing Board. - The EAPI Governing Council & Governing Board to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Strategic Issue 5: Effective, Sustainable and Results-oriented Communication and Sensitization on EAC Integration					
Strategic Objective 5.1: Strengthening EALA's Capacity to play the Leading Role in Deepening and Widening EAC Integration through Effective Communication, Education and Sensitization.					
Outcome 5.1.1. Enhanced performance of the EALA in spearheading the process of promoting the widening and deepening of the EAC integration.	- EALA has in place an approved, effective and sustainable Operationalization Program for its Communications strategy & related strategies. - EALA has optimum technological, networking, operational, logistical, human and financial resources & facilities to implement the program¹.	- The documented Operationalization Program for EALA's Communications strategy & related strategies, itself. - Asset & Inventory register/ records. - Annual Procurement & Financial Reports. - The Assembly's Staff Establishment record. - Annual Staff Performance Appraisal reports. - The Assembly's Annual Composite Reports.	By December, 2014 (& Continuous)	The Commission, spearheaded by the Speaker.	- With the technical back-up support of the Senior Public Relations Officer (SPRO). - The Clerk's Office to ensure that all the Commission's initiatives & interventions in pursuit of this outcome are effectively followed up in a timely manner.

²⁸ Inter alia, in accordance with the Assembly's approved Capacity Needs Assessment, as well as Capacity Building Strategy & Program.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 5.1.2. Increased awareness among the East African people about the EAC integration process, its status, as well as its benefits, attributable to EALA's interventions.	Upward change in numbers and distribution of East Africans in the five (5) Partner States, indicating, or reporting awareness about the EAC integration process, its status, as well as its benefits, through EALA's interventions ¹ .	- EALA's Website; and own sample survey & Impact Assessment reports. - Local, national, regional and international media reports (print & electronic media). - Records of regional & international fora between the EALA & various groups of East Africans. - Periodic publications of EALA's partner/stakeholder institutions/entities. - The Assembly's Annual & periodic M&E reports².	By December, 2016 (& Continuous)	The Commission, spearheaded by the Speaker	- With the support of the Leaders of EALA Chapters. - The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Outcome 5.1.3. Increased understanding & interest with regard to the EAC Integration by the East African people, attributable to EALA's interventions.	Upward change in numbers and distribution of East Africans, who indicate, or report achievement of significant understanding & interest with regard to the EAC integration process, through EALA's awareness raising, sensitization & education activities ³ .	- EALA's Website; and own sample survey & Impact Assessment reports. - Local, national, regional and international media reports. - Records of public fora between the EALA & various groups of the East Africans. - Periodic publications of EALA's partner/stakeholder institutions/entities. - The Assembly's Annual & periodic M&E reports.	By June, 2017 (& Continuous)	The Commission, spearheaded by the Speaker	- With the support of the Leaders of EALA Chapters. - The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.

²⁹ The EALA targets to increase awareness by, at least, 30% from the baseline level, proportionately distributed in all the five (5) Member States, by December, 2016.

³⁰ M&E reports prepared and submitted in accordance with EALA's M&E Framework (mainly the "External Component" of the Framework).

³¹ The EALA targets to increase the number of East Africans with significant understanding & interest with regard to the EAC integration by, at least, 30% from the baseline level, proportionately distributed in all the five (5) Member States, by June, 2017.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 5.1.4. Enhanced willingness among the East African people to participate in EAC integration activities, attributable to EALA's interventions.	Upward change in numbers and distribution of East Africans, who exhibit high willingness to participate in the EAC integration process, attributable to EALA's awareness raising, sensitization & education activities ³² .	- EALA's Website; and own sample survey & Impact Assessment reports. - Local, national, regional and international media reports (print & electronic media). - Records of public fora between the EALA & various groups of the East African people. - Periodic publications of EALA's partner/ stakeholder institutions/entities. - The Assembly's Annual & periodic M&E reports.	By December, 2017 (<i>& Continuous</i>)	The Commission, spearheaded by the Speaker	- With the support of the Leaders of EALA Chapters. - The Clerk's Office to ensure that the necessary operational, logistical, networking, technical & follow-up support are provided in a timely manner, in pursuit of this outcome.
Strategic Issue 6: Robust and Effective Monitoring and Evaluation					
Strategic Objective 6.1: Establishing a Robust Monitoring and Evaluation Framework for the EALA.					
Outcome 6.1.1.1. A comprehensive, robust and effective M&E framework for the EALA in place and operational.	- EALA has in place a comprehensive, robust and effective M&E framework. - The M&E framework is under effective internal utilization by EALA's Management and all the Assembly's units, and the Assembly is also effectively utilizing it externally in executing its oversight function.	- The documented M&E Framework itself. - EALA's periodic internal M&E reports. - Periodic M&E reports on EAC programs & projects under EALA's oversight. - Audit reports of the respective EAC programs & projects. - EALA's periodic M&E reports on the M&E Framework itself.	By June, 2014 (<i>& Continuous</i>)	The Sub-committee of the EALA Commission responsible for M&E, with the administrative support of the Office of the Clerk.	- This Sub-committee works in consultation with the M&E function of the EAC. - Successful pursuit of the external oversight component of this outcome requires optimum cooperation of the EAC Secretariat, as well as of the Managements of the respective EAC programs & projects under EALA's oversight.

³² The Assembly targets to increase the number of East Africans with high willingness to participate in the EAC integration by, at least, 30% from the baseline level, proportionately distributed in all the five (5) Member States, by December, 2017.

Continued...

NARRATIVE SUMMARY (Expected Outcomes – Continued...)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Outcome 6.1.2. Enhanced implementation of EALA's activities and EAC programs.	EALA's internal activities and EAC programs & projects under EALA's oversight are more efficiently implemented, as a result of more effective Monitoring & Evaluation by EALA.	- EALA's periodic internal M&E reports. - Periodic progress reports from the EAC programs & projects under EALA's oversight, themselves. - Audit reports of the respective EAC programs & projects. - EALA's own periodic M&E reports on the respective EAC programs & projects.	By December, 2014 (<i>& Continuous</i>)	The Sub-committee of the EALA Commission responsible for M&E	With the administrative support of the Office of the Clerk, as well as the legislative support of Committee Chairpersons.
Outcome 6.1.3. Timely corrective measures being taken by the EALA on its own activities, as well as on EAC programs and projects under its oversight.	EALA is effectively taking timely corrective measures and actions with regard to its own activities, as well as on EAC programs and projects under its oversight, as a result of more effective Monitoring & Evaluation.	- EALA's periodic internal M&E reports. - Periodic progress reports from the EAC programs & projects under EALA's oversight. - Audit reports of the respective EAC programs & projects. - EALA's own periodic M&E reports on the respective EAC programs & projects.	By December, 2014 (<i>& Continuous</i>)	The Sub-committee of the Commission responsible for M&E	With the administrative support of the Office of the Clerk, as well as the legislative support of Committee Chairpersons.

APPENDICES: Appendix 5

AREAS COVERED BY THE TREATY FOR THE ESTABLISHMENT OF THE EAST AFRICAN COMMUNITY

Preamble		
Chapter 1:	Interpretation	Chapter 17: Free Movement of Persons, Labour, Services, Right of establishment and Residence
Chapter 2:	Establishment and Principles of the Community Chapter	Chapter 18: Agriculture and Food Security
Chapter 3:	Establishment of the Organs and Institutions of the Community	Chapter 19: Co-operation in Environment and Natural Resources Management
Chapter 4:	The Summit	
Chapter 5:	The Council	Chapter 20: Co-operation in Tourism and Wildlife Management
Chapter 6:	The Co-ordination Committee	Chapter 21: Health, Social and Cultural Activities
Chapter 7:	Sectoral Committees	Chapter 22: Enhancing the Role of Women in Socio-economic development
Chapter 8:	The East African Court of Justice	
Chapter 9:	The East African Legislative Assembly	Chapter 23: Co-operation in Political Matters
Chapter 10:	Secretariat and Staff of the Community	Chapter 24: Legal and Judicial Affairs
Chapter 11:	Co-operation in Trade Liberalization and Development	Chapter 25: The Private Sector and the Civil Society
Chapter 12:	Co-operation in Investment and industrial Development Chapter	Chapter 26: Relations with other Regional and international Organizations and Development Partners
Chapter 13:	Co-operation in Standardization, Quality Assurance, Metrology & Testing	Chapter 27: Co-operation in other fields
Chapter 14:	Monetary and Financial Co-operation	Chapter 28: Financial Provisions
Chapter 15:	Co-operation in Infrastructure and Services	Chapter 29: General, Transitional and Final Provisions
Chapter 16:	Co-operation in the Development of Human Resources, Science and Technology	

APPENDICES: Appendix 6

Matrix 7: LIST OF COMMUNITY LAWS PASSED BY EALA TO DATE

SN	Name of the Law	Date
1	The East African Community Appropriation Act, 2002	21/5/2003
2	The Community Emblems Act, 2003	20/2/2003
3	The Acts of the East African Community Act, 2003	30/7/2003
4	The Laws of the Community (Interpretation) Act, 2003	24/7/2003
5	The East African Community Appropriation Act, 2003	27/6/2003
6	The East African Legislative Assembly (Powers and Privileges) Act, 2003	20/5/2003
7	The East African Community Customs Management Act, 2004	16/12/2004
8	The East African Community Appropriation Act, 2004	16/5/2004
9	The East African Community Supplementary Appropriation Act, 2005	27/9/2005
10	The East African Community Appropriation Act, 2005	27/9/2005
11	The East African Community Standardization, Quality Assurance, Metrology and Testing Act, 2006	24/5/2006
12	The East African Community Competition Act, 2006	21/9/2006
13	The East African Community Appropriation Act, 2006	31/5/2006
14	The East African Community Appropriation Act, 2007	11/9/2007
15	The Summit (Delegation of Powers and Functions) Act, 2007	26/9/2007
16	The East African Community Supplementary Appropriation Act, 2007	11/9/2007
17	The Lake Victoria Transport Act, 2007	20/9/2007
18	The East African Community Customs Management (Amendment) Act, 2007	25/9/2007
19	The East African Community Joint Trade Negotiations Act, 2008	11/12/2007
20	The East African Community Customs Management (Amendment) Act, 2008	15/12/2008
21	The East African Community Budget Act, 2008	10/12/2008
22	The East African Community Appropriation Act, 2008	16/9/2008
23	The East African Community (Supplementary) Appropriation Act, 2008	16/9/2008

24	The Inter-University Council for East Africa Act, 2008	23/9/2008
25	The Acts of the East African Community (Amendment) Act, 2009	24/2/2009
26	The East African Community Appropriation Act, 2009	27/5/2009
27	The East African Community Customs Management (Amendment) Act, 2009	11/8/2009
28	The Community Emblems (Amendment) Act, 2008	16/9/2008
29	The Administration of the East African Legislative Assembly Act, 2011	9/12/2010
30	The East African Community Supplementary Appropriation Act, 2010	3/6/2010
31	The East African Community Appropriation Act, 2010	3/6/2010
32	The East African Community Competition (Amendment) Act, 2010	15/4/2010
33	The East African Legislative Assembly Elections Act, 2011	14/9/2011
34	The East African Community Supplementary Appropriation Act, 2011	25/5/2011
35	The East African Community Appropriation Act, 2011	25/5/2011
36	The East African Parliamentary Institute Act, 2011	15/9/2011
37	The East African Community Customs Management (Amendment) Act, 2011	16/12/2010
38	The East Africa Civil Aviation Safety and Security Oversight Agency Act, 2009	22/9/2010
39	The East African Community Service Commission Act, 2010	26/5/2011
40	The East African Community Transboundary Ecosystems Management Act, 2010	2012
41	The Inter- University Council of East Africa (Amendment) Act, 2010	2012
42	The East African Community HIV & AIDS Prevention and Management Bill, 2010	20/4/2012
43	The East African Community Tourism and Wildlife Management Bill, 2010	11/2/2010
44	The East African Community Human and Peoples Rights Bill, 2011	25/4/2012
45	The East African Community Conflict Management Bill, 2011	29/5/2012
46	The East African Community Polythene Materials Control Bill, 2011	2/2/2012
47	The Community Emblems (Amendment) Bill, 2012	19/4/2012
48	The East African Community Elections Bill, 2012	25/4/2012

49	The East African Community Appropriation Bill,2012	30/5/2012
50	The East African Community Supplementary Appropriation Bill, 2012	2012
51	The- Inter University Council for East Africa (Amendment) Bill,2012	2/2/2012
52	The East African Community Customs Management(Amendment)Bill,2012	19/4/2012
53	The East African Community Supplementary Appropriation (No.2)Bill, 2012	6/12/2012
54	The East African Community Customs Management (Amendment) (No. 2) Bill, 2012	6/12/2012
55	The East African Community One Stop Border Post (OSBP), Bill, 2012	23/4/2013
56	The East African Community Vehicle Load Control Bill, 2012	29/5/2013
57	The East African Community Supplementary Appropriation Bill,2013	6/6/2013
58	The East African Community Appropriation Bill,2013	6/6/2013

