



EAST AFRICAN LEGISLATIVE ASSEMBLY

THREE YEAR STRATEGIC PLAN

2010 - 2012

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FOREWORD BY THE SPEAKER OF THE ASSEMBLY

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

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

So, shortly after its inauguration in June 2007, the Second Assembly recognized the above mentioned shortcomings in the existing strategic plan. However, according to the EAC decision making processes, the power to make the Strategic Plan for EAC lies with the Council of Ministers. EALA therefore has to work with the Council in this regard. The Assembly therefore initiated the process of developing the EALA Strategic Plan with a view to addressing the above shortfalls.

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

The plan I forward to you tries to take into account the unique nature of the Assembly within the EAC organizational set up. Unlike other regional Assemblies, EALA is independently elected, has full legislative powers to make laws that are not only enforceable in Partner States but also take precedence over similar ones. The Assembly is further charged with the duty to

oversee implementation of EAC programmes and projects as well as to ensure that the National Assemblies of Partner States have a role to play in the EAC integration process. To be able to succeed in achieving the above mandate, a clear and elaborate strategy has to be adopted so that the Assembly is able to play its meaningful role in the implementation of not only its own mandate but to ensure that the next EAC Development Strategy 2011 – 2015 is fully implemented.

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

Abdirahin H. Abdi
SPEAKER

CHAPTER 1: INSTITUTIONAL HISTORY OF THE EAST AFRICAN LEGISLATIVE ASSEMBLY

1.1 The East African Legislative Assembly

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

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

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

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

The Assembly has a cardinal function in the furtherance of Community objectives; this function encompasses the legislative, representative and oversight mandate. The Assembly's core functions are articulated in Chapter Nine of the Treaty. Article 49 of the Treaty states that *the Assembly is the legislative organ of the Community*. Beyond the legislative function, it is also required to:

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

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

The Treaty gives the Assembly the above broad functions as a means of empowering it to streamline the EAC Integration agenda and therefore makes it one of the decision making bodies of the Community along with the Summit, the Council and the Court of Justice.

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

For purposes of carrying out its mandate and functions, the Treaty bestowed upon the Assembly the authority to establish any committee or committees for such purposes as it seems necessary. Towards this end, it has established seven committees which include: the House Business Committee; the Accounts Committees; the Committee on Legal, Rules, and Privileges; the Committee on Agriculture, Tourism and Natural Resources; the Committee on Regional Affairs and Conflict Resolution; the Committee on Communication, Trade and Investment and the Committee on General Purpose. These Committees are charged with the responsibility of overseeing implementation of the provisions of the Treaty and the EAC Development Strategy in the special areas of cooperation that fall under their respective remits. It is through these Committees that the bulk of the Assembly's work is processed. In essence, they are the technical arm of the Assembly and as such play a significant role in the final decisions taken by the Assembly

1.2 Administration of the Assembly:

The political structure includes the Speaker of the Assembly as the Head of the Organ, elected representatives and ex-officio Member (Chairperson of the Council, Partner States Ministers responsible for EAC Affairs and their deputies, the Secretary General and the Counsel to the Community) as MPs. The Speaker presides over the Assembly and gives the Assembly overall direction and helps in the evolvement of the Assembly's policies. In the discharge of this function, the Speaker is assisted by the House Business Committee which consists of ten Members and the Chairperson of the Council.

The administrative, procedural and general legislative work of the Assembly is supported by the Clerk and assisted by a Deputy Clerk. In the span of his administrative control, the Clerk is in charge of at least thirty five (35) staff Members and fifty two (52) MPs. The other officers in the various departments of the Assembly facilitate the work of the Assembly and include officers in: the department of Sergeant-At-Arms who are responsible for SAA procedural services, safety and security matters; the Hansard department who are in charge of the official report and hansard of the Assembly; department of Research, Library and Information services who are responsible for procedural and legislative research; the office of Finance and Administration who are responsible for financial and administrative matters; and the department of Legislative procedures and Committees who are responsible for procedural and administrative support in the Assembly and its Committee. There are proposals to create additional offices in the areas of Monitoring and Evaluation; Resource Mobilization; Public Relations, Internal Audit and Human Resource.

1.3 Vision of the Assembly

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

An effective and independent Regional Assembly.

1.4 Mission of the Assembly

The Mission of the East African Legislative Assembly is: -

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

1.5 Core Values of the Assembly

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

- Effectiveness;
- Ethics and Integrity;
- Transparency and Accountability;
- Objectivity and Impartiality;

- Professionalism and Team Work;
- Unity in Diversity;
- Allegiance to EAC Ideals

1.6 Historical Perspective of the East African Legislative Assembly

The First Assembly was inaugurated by the Summit of the East African Community Heads of State on 30th November, 2001. Its term ended on 29th November 2006. The First Assembly comprised 27 elected Members and 5 Ex-officio Members thus totaling to a Membership of 32. In addition to the Assembly's mandate to legislate, provide oversight and represent the people of East Africa, the First Assembly faced the challenges of operationalizing a new organ of the Community.

From its inception, the Assembly served as the main link between the Institutions of the East African Community and the people of East Africa. The Assembly also provided a forum for the Civil Society and other non-state actors within the region to advocate for the promotion of democracy, the rule of law and respect for human rights.

The First Assembly also addressed issues of a transboundary nature with the East African region such as security, cattle rustling and other resource based conflicts, the environment, human rights, culture and trade. These issues necessitated regular interaction between the Assembly and National Assemblies of Partners States and thus resulted in the establishment of a forum known as the "Nanyuki Series". This forum made it possible for parliamentarians from the East African Community to congregate, interact with Members of the Assembly and to discuss matters of regional integration.

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

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

2.0 CHAPTER TWO: JUSTIFICATION FOR THE STRATEGIC

2.1 JUSTIFICATION FOR THE STRATEGIC PLAN

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

“Strengthened capacity and enhanced mandate of EALA”.

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

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

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

- EALA’s Membership expanded greatly in 2008 with the joining of Members from the Republics of Burundi and Rwanda. The Assembly had membership expanded from 32 to 52 persons and thus needs increased resources and space to enable it to plan and focus in order to work more effectively and efficiently.
- Within the last ten years of the Community’s existence, a lot has been achieved towards realization of the Community objectives. In tandem with these developments, the mandate of the Assembly has been enhanced by the full implementation of the Customs Union and the signing of the Common Market Protocol in 2009. Concurrent work on the Monetary Union and the Political Federation also call for focused organization of the Assembly in order for it to carry out its core functions of legislation, oversight, and representation within such an expanded mandate.

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

- Progress has also been made on the establishment of the East African Parliamentary Institute (EAPI), which institution will be the first of its kind on the African continent. EAPI will build capacity of Members of Parliament and Staff from the region and beyond to effectively deliver on their mandate.
- The move towards Political Federation of the East African Community is underpinned by principles of good governance and democracy. This calls for separation of powers, which in turn requires the Assembly's financial and administrative autonomy. This justification is underpinned by the strategic intervention captured in the 2006-2010 Development Strategy that underscores the plan to accord EALA financial autonomy and an increased and enhanced mandate.
- Enhancement of EALA's mandate and the proposal for its enlargement further justify the evolution of a strategic plan for the institution to effectively utilize this expanded and enlarged institution and its resources. Indeed the EAC Development Strategy which ends in 2010 does not exhaustively address the development of EALA as an organ of the Community. It does not take into account, the fact that EALA legislates on all aspects of integration of the community; it does not take into account the budget and oversight function nor does it address its representative role.
- An enlarged EALA has the positive aspect of endowing the Institution with a rich and diverse resource base. Currently, Members of EALA are invited to different fora as resource persons. The Assembly is the only African regional body that is supra national and thus enacts legislation that impacts on Partner States. This fact in itself justifies that the Assembly develops a strategic plan within which all these attributes are properly organized in order to maximize on efficiency and effectiveness.
- A number of the Assembly's work is also currently being influenced by the decisions of the EAC Bureau of Speakers. This forum provides a formal platform for all the Speakers of the respective National Assemblies of Partner States and EALA to discuss important matters related to the developments in the Community and how best EALA and their respective Parliaments can influence the EAC integration agenda.

These significant developments no doubt call for careful planning and execution strategies that can effectively sustain this momentum and achieve results. This strategic plan is therefore the first of its kind and a landmark of the second Assembly. It builds on the accumulated

experience and hard work of both the first and second Assemblies and the new developments taking place in the Community. It seeks to put in place mechanisms that recognize the unique nature and role of the Assembly in the EAC agenda and more so, its independence in the day to day management of its affairs.

2.2 METHODOLOGY OF DEVELOPING THE STRATEGIC PLAN

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

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

CHAPTER 3: SITUATIONAL ANALYSIS OF THE ASSEMBLY:

3.1 STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS OF THE ASSEMBLY

Introduction

The EAC's integration process has reached a critical stage: the Customs Union is already under implementation, and negotiations for the Common Market are underway and the findings of national consultations on the fast-tracking of the Political Federation have been completed and submitted to the Summit. The EALA is expected to play a pivotal role in all these integration processes and in future developments.

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

3.2 POLITICAL INSTITUTIONAL CONTEXT

The First Assembly made significant progress towards meeting its overall mandate, particularly with regard to enacting major Acts, drafting and passing Bills, conducting inter-parliamentary seminars with respective National Assemblies, establishing close relationships with its constituencies and other sister regional parliamentary bodies in Africa and beyond. The challenges of the Second Assembly include consolidating not only the gains made so far, but most importantly, re-examining the implications of the enlarged EAC and its expanded mandate; streamlining its decision-making relations with the executive arms of government, strengthening its oversight role, and enhancing the weak resource capacity as well as reinforcing meaningfully its administrative and research support infrastructure.

Currently, the executive branches with some consultations, decide on the resource envelope for the Assembly. The size of the envelope has had serious implications on the plans and operations of the Assembly and its various Committees. The Second Assembly has and will continue to negotiate for a wider participation space in the decision-making processes of the EAC in regard to financing its operations.

For the successful implementation of the next levels of integration like the Common Market, Monetary Union and the Political Federation, it will be critical that the mandates of the EAC organs and institutions are restructured and rationalized with the view to broadening and deepening the roles and responsibilities of the organs and empowering them with the necessary authority to take decisions that are binding on Partner States. In this regard, the current EAC Development Strategy stipulates that the EALA's mandate should be enhanced by the end of

2008 so that it can ably play a greater and more strategic role in executing EAC affairs. This could be done through granting EALA the co-decision making powers with the Council of Ministers on key issues that go beyond those currently set out in the existing Treaty. Such powers would include, among others, the EALA mandate taking precedence over National Parliaments, financial autonomy, a strategic role in the area of appointments to key Community positions, decisions relating to sanctions against Partner States and a wider and deeper oversight scope.

Although the first EALA and the secondly Assembly have succeeded, to a large extent, in reaching out to the constituents, there remains an enormous number of the citizens in the EAC who remain virtually unaware of the functions or purpose of the EAC. Admittedly, in the absence of full knowledge of the EAC mission, vision and programs, public perceptions will be largely influenced by misinformation, hearsay and rumors. The Second EALA Assembly will therefore seek to design and implement a more comprehensive and innovative marketing strategy to ensure that the Community's objectives are well known, understood, accepted and embraced by ordinary East Africans. Such a strategy will prepare citizens in their multiple associations to own and fully participate in shaping the integration process.

The Organisational structure and staff establishment at EALA is skeletal yet the size and mandate of the Assembly has significantly expanded. Although with such limitations, the professional staff have provided relatively good support to the Assembly. However, with the expanded membership and enhanced mandate, it is not difficult to predict that the current skeletal establishment would be ineffective in fulfilling their assigned tasks. The Second Assembly will have to urgently re-examine the scope of the EALA's organizational structure, manning levels, capacity development needs, infrastructural support systems and equipment as well as office space requirements. At the present time, the staff capacity is thinly spread, its professional mix inadequate and its infrastructural support inadequate.

3.3 GOVERNANCE ISSUES

As the regional decision-making locus gradually shifts to the centre, it will be critically important that the Second Assembly brings democratic governance at the top of its current agenda. One of the most important outcomes of democratic governance is that it tends to open up the political space to new and more actors –in the legislatures, political parties, and civil society groups – to participate in the policy management process. Indeed, popular democracy demands that institutions make policies that are organically participative, responsive to real citizen needs, transparent, accountable and predictable. In this regard, the current EAC

Development Strategy stipulates that the EALA establishes criteria to assess the EAC Treaty as well as the criteria to assess the compliance of the Partner States with universal democratic principles. These principles include the following:

- Good governance
- Democracy
- Rule of Law
- Observance of Human Rights
- Social Justice

This should be one of the priority and key result areas for the second and subsequent Assemblies.

3.4 FINANCING OF EALA

Article 132 (4) of the EAC Treaty states that, “The budget of the Community shall be funded by equal contributions by the Partner States and receipts from regional and international donations and any other sources as may be determined by the Council.” The EALA budget has increased each year by a factor of approximately 10 percent, in line with increases for all EAC Organs. The majority of the budget is however spent on administrative costs and salaries, and there are inadequate provisions for oversight and representation activities. Worst of all, there are no financial provisions for capacity building or training. The latter is usually provided for by the international development partners. Not surprisingly, the Community budget has increasingly become dependent on such partners such as the Association of European Parliamentarians for Africa (AWEPA) and the African Capacity Building Foundation (ACBF), a pattern that is considered unsustainable, and in the long term, politically compromising. It is expected that the Second EALA Assembly will support strategies that seek to maximize the financial independence of the EAC.

3.5 STRUCTURAL AND STAFFING ISSUES

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

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

The Assembly has five departments namely: the Legislative Procedures; Finance and Administration; Official Reports; Research, Library and Information; and Sergeant-At-Arms. Although in essence, the above departments should be fully fledged directorates, they in fact headed by officers placed at the level of section/unit heads. This has in essence hampered the necessity to expand these offices with new personnel and hence hampered service delivery.

The implementation of the Common Market and other levels on integration to follow, will undoubtedly expand the legislative, oversight and representative role of the Assembly. In the medium term, it is expected that a number of legislative measures will be introduced including new legislations, repeal of existing ones, and amendment of some, all aimed at the smooth implementation of the new levels of integration. This will increase the mandate and activities of the Assembly and will see it requiring more specialist offices to craft laws, policies, rules, regulations, etc. It will also call for a corresponding increase of time and space for plenary to discharge its activities, the Committees to do their legislative, oversight and representative roles. The office of the Clerk along with the heads of the departments will be confronted with more demanding and challenging tasks. It is on this account that priority should be given to the review of both the Assembly's technical competencies and the structure so that it receives a boost to implement an administrative structure which truly reflects the character and nature of legislative bodies the world over. Particularly, the Assembly requires enhanced capacity in the area of legislative and legal research, production of its official report, internal audit, HR and administration.

The following matrix presents the SWOT Analysis;

Matrix 1: SWOT Analysis of the Assembly

Table 1

Strengths	Weakness
<ul style="list-style-type: none"> i. Powers to legislate for the community. ii. Community laws take precedence over national laws on Treaty matters. iii. Mandate to represent the people of East Africa. iv. Mandate to debate and approve the community budget. v. Mandate to oversee the implementation of the budget and programmes of the community. vi. Mandate to consider annual & audit reports of EAC. vii. Vested with privileges & powers of court to summon and interrogate. viii. Members under oath to serve solely the Community & not Partner States. ix. Power to make its own Rules of Procedures for effective execution of its work. x. Power to establish committees to carry out functions of the Assembly. xi. The right to move Private Members Bills subject to the Treaty. xii. Establishment of formal Inter-Parliamentary relations fora with National Assemblies that have ensured good working relations with National Assemblies. xiii. Strong support from National Assemblies. xiv. Membership to Regional and International fora. xv. Access to the people of East Africa through public hearings; outreach programs; live coverage of procedures and rotational sittings in Partner States. xvi. Critical interaction with Summit vide address by the Chair & Members of the Summit. xvii. Members vested with diversified expertise and experience. xviii. Membership of Assembly includes Ministers responsible 	<ul style="list-style-type: none"> i. Lack of effective mechanisms to create awareness of the Treaty provisions and Community laws. ii. Limited awareness of benefits of EA integration by the population. iii. Lack of enforcement mechanisms of community laws and the Treaty. vi. Private Members Bills fettered by Treaty provisions relating to finances. vii. Lack of institutionalization of liaison between the Assembly and National Parliaments. viii. Lack of a precise legislative calendar from the Council of Ministers to enable effective planning. ix. Preferred use of Protocols over legislation. x. Limited research capacity due to resource constraints. xi. Weak inter-organ linkages; non-institutionalization of linkages in the EAC. xii. Limited finances, late remittances, restrictive mode of remittances. xii. Key mandate of the Assembly such as public hearings, capacity building and research not funded by the community budget. xiii. Limited office space and funding for Committee work.

<p>for EAC affairs, Secretary General and Counsel to the Community allowing for coherence, constant dialogue and input from different Organs of the Community in Assembly's decision making process.</p> <p>xix. Mandate to legislate, represent, provide oversight and budget for the Community provides the Assembly with a central role of effectively supporting the integration agenda.</p> <p>xx. Liaison with National Assemblies enables the Assembly to utilize this network to share and learn best practices and to reach a wider spectrum of the region.</p> <p>xxi. Specific time frames set to attain the Customs Union; Common Market; Monetary Union and Political Federation.</p> <p>xxii. Regional Status with unique capacity to legislate enables the Assembly to share experiences and learn best practices from other regional integration processes such as the EU.</p> <p>xxiii. The Assembly enjoys the good will of the Summit as evidenced by the EAC Annual Address and assent to most laws enacted.</p> <p>xxiv. Goodwill of Development Partners, ready to work with a vibrant Assembly.</p> <p>xxv. Enthusiasm of the people of East Africa who fully support the integration process.</p> <p>xxvi. Eminent need and willingness to amend the Treaty bearing in mind developments in the integration process.</p> <p>xxvii. Availability of information technology and live coverage of Assembly to drive the integration agenda and create awareness.</p> <p>xviii. Support and partnership with private sector, civil society, academia, professional associations and other Stakeholders.</p> <p>xxix. Use of culture, Swahili, music and sports to drive the integration agenda.</p>	<p>xiv Understaffing and limited staff capacity to execute work.</p> <p>xv. Limited financial and administrative autonomy.</p> <p>xvi. Non-alignment of the Budget and performance report to Strategic Development Strategy and State of EAC Address of Summit Chair.</p> <p>xvii. Global financial crisis.</p> <p>xviii. Unreliable resource mobilization strategy and sources of funding to the Community.</p> <p>xix. Dependence on development partners.</p> <p>xx. Development partners' fatigue.</p> <p>vi. Fears based on collapse of first EAC.</p> <p>viii. Political instability and conflict in the region and beyond. Non institutionalization of a conflict resolution mechanism.</p> <p>ix. Weak enforcement of community directives, laws, projects and programs.</p> <p>x. Non adherence to laws, resolutions.</p> <p>xi. Limited space for institution of sanctions for non-adherence.</p> <p>xii. Non enforcement of sanctions.</p>
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CHAPTER 4: EMERGING ISSUES AND STRATEGIC OBJECTIVES

4.1 Introduction

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

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

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

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

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

4.2 STRATEGIC ISSUE: AN AUTONOMOUS ASSEMBLY:

FINANCIAL AND ADMINISTRATIVE AUTONOMY OF THE ASSEMBLY.

(i) **Strategic Objective:**

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

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

(ii) Strategic Outcome:

It is envisaged that the strategic outcome of financial and administrative autonomy will be achieved. Currently, the Assembly has quasi financial autonomy. This quasi autonomy is limited in several respects such as a mere operation of bank accounts and resource mobilization.

The Assembly also has limited administrative autonomy, for example, Article 49 (2)(f) of the Treaty states that;

“the Assembly shall recommend to Council the appointment of the Clerk and other officers of the Assembly.”

The operative words ‘shall recommend’ enable the Assembly to play a central role in such appointments but it falls short of giving full powers of appointment. On the other hand, the Council makes staff rules and regulations and financial rules and regulations under Article 14 of the Treaty.

This function notwithstanding, subject to the Treaty, regulations, directives and decisions of the Council are binding on Partner States, all organs and institutions of the Community other than the Summit, the Court, and the Assembly within their jurisdictions. As such, the Treaty to some extent bestows and recognizes some degree of autonomy of the Assembly.

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

(iii) Activities

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

- a) Initiation of proposals on the provisions of the Treaty that require amendments
- b) Enactment of legislation that will enable the Assembly realize administrative and financial autonomy

- c) Adoption of a corresponding organogram that creates the required offices to run the Assembly efficiently and effectively.

(iv) Means of Verification

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

- a) Proposed legislations to realize administrative autonomy
- b) Proposed legislations to realize financial autonomy
- c) Type of organizational structure adopted

(v) Timing

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

(vi) Responsibility

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

- a) House Business Committee
- b) Committee on Legal, Rules and Privileges
- c) Committee on Accounts
- d) General Purpose Committee
- e) Office of the Clerk

4.3 STRATEGIC ISSUE: AN EFFECTIVE AND EFFICIENT ASSEMBLY

(i) Strategic Objective:

- a) Establish an East African Parliamentary Institute (EAPI)
- b) Capacity building of Members of the Assembly
- c) Capacity building of Staff of the Assembly
- d) Strengthening of the Assembly as an institution and improve internal systems
- e) Seek sustainable means of funding

(ii) Strategic Outcome:

- a) A well functioning East African Parliamentary Institute established
- b) Enactment of Community laws enhanced
- c) The Assembly's oversight role enhanced
- d) The Assembly's infrastructure, equipment and internal systems improved
- e) The Assembly's administrative structure reviewed

(iii) Activities

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

- a) Development of a legal instrument to formalize EAPI
- b) Recruitment of EAPI key staff
- c) Launch EAPI
- d) Development of modules for EAPI

Means of verification

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

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

(B) Capacity building

(i) Activities to be undertaken in order to achieve the strategic objective of capacity building for Members and Staff include:

- a) Conduct workshops for Members on the legislative function
- b) Conduct Taylor made staff training courses
- c) Hold public hearings on community matters
- e) Commission research and data analysis
- f) Facilitation of exchange programs and tours in the Africa region and beyond

(ii) Means of verification

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

- Number of training and workshops undertaken
- Number of Research reports produced
- Number of public hearings held
- Number of private Members Bills initiated, Questions asked, amendments to Bills moved.

(C) Oversight

(i) Activities to achieve the objective of enhancing the oversight role include:

- a) Organize training, seminars, and workshops for Members and Staff on oversight function
- b) Facilitate site visits to EAC projects
- c) Host fora for sharing best practices
- d) Establish an M & E mechanism to assist in oversight

(ii) Means of Verification

The Strategic objective of enhancing the oversight role will be verified by the following means;

- (a) Number and type of trainings, seminars and workshops conducted
- (b) Number of site visits to EAC Projects conducted
- (c) Number of fora hosted
- (d) Time and type of M&E mechanism adopted

(D) Assembly as a strengthened Institutions

(i) Activities to strengthen the Assembly as an Institution include:

- a) Establish mechanisms for monitoring the implementation and effectiveness of laws enacted
- b) Procure office equipment and office space
- c) Procure live coverage equipment to cover the Assembly's deliberations.
- d) Establish the key offices
- e) Establish a Resource Mobilization strategy
- d) Review and develop stronger internal systems
- e) Review and adopt a new Assembly administrative and functional structure
- f) Recruit key professional staff
- g) Establish mechanisms to educate and sensitize public on laws enacted

(ii) Means of Verification

The objective on strengthening the Assembly as an institution will be verified by the following means:

- Number and type of mechanism for monitoring laws adopted
- Office space procured
- Number and type of equipment procured
- Number of Internal systems established
- Type of administrative and functional structure adopted
- Number of key offices established

- Type of mechanism to sensitize public on laws adopted
- Type of Resource Mobilization Strategy adopted

(iv) Timing for the Strategic issue-an effective and efficient Assembly

The timing for addressing the strategic issue – an effective and efficient Assembly varies in respect of each of the strategic objectives. The strategic objective on establishment of EAPI is programmed for the period 2010 to 2012.

The strategic objective on capacity building of Members and Staff of the Assembly is continuous. The timing for the strategic objective on strengthening the Assembly as an institution and improving internal systems is scheduled for 2010 to 2012.

(v) Responsibility

The different strategic objectives have different structures responsible for the achievement of that objective. The responsibilities are captured as follows:

Establishment of the EAPI will be the responsibility of the Speakers’ Bureau and the House Business Committee.

Capacity building of Members and Staff of the Assembly is the responsibility of the Speaker, the House Business Committee, Committee Chairpersons, and the Clerk’s office.

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

4.4 STRATEGIC ISSUE: FOCUS ON ECONOMIC, SOCIAL AND POLITICAL INTERESTS AND EXPECTATIONS OF PEOPLE OF EAST AFRICA.

(i) Strategic Objectives:

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

(ii) Strategic Outcome:

- a) Laws on issues that promote social, economic and political development enacted and enforced
- b) Awareness created on benefits of integration
- c) Views of the people of East Africa collected and heard

- d) Research findings on integration process captured
- e) Lives improved; poverty reduced; trade enhanced; and benefits of integration realized
- f) Performance of EAC organs improved

(iii) Activities

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

- a) Conduct public hearings on all Bills
- b) Hold Committee meetings to which stakeholders are invited
- c) Conduct Plenary debates with live coverage
- d) Hold rotational sittings in Partner States
- e) Conduct sensitization workshops on Community laws and EAC Programmes
- f) Hold Public rallies
- g) Ensure Media coverage of the Assembly activities
- h) Conduct Country tours
- i) Examine EAC budget and approve in line with the Development Strategy
- k) Debate EAC performance reports
- l) Examine EAC audit reports
- m) Undertake on-site assessment of EAC Programs and projects
- n) Do Follow up on enforcement of community laws, decisions, directives and Assembly Resolutions

(iv) Means of verification

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

- Number of Assessment reports on programs and projects of the community
- Number of Assessment reports on enforcement of the community laws, directives, resolutions

(v) Timing

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

(vi) Responsibility

Responsibility for addressing the strategic issue of focus on the interests of the people of East Africa is diverse. It comprises the Speaker, the House Business Committee, the Clerk’s office, and Committee Chairpersons.

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

(i) Strategic Objective:

Networking with National Assemblies of Partner States and other Stakeholders

(ii) Strategic Outcome:

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

(iii) Activities

- a) Improve the EALA website to be user friendly and able to transmit accurate and relevant information
- b) Develop mechanisms and disseminate the Treaty, Community laws, the Assembly Newsletter, Hansad Reports, etc
- c) Conduct study tours and exchange visits with National Assemblies and other stakeholders
- d) Institutionalize the Inter-Parliamentary Relations Seminars (Nanyuki series) and modalities for implementation of its recommendations
- e) Institutionalize the EAC Bureau of Speakers
- f) Institutionalize the EAC Forum of Clerks
- g) Establish Inter-Parliamentary Liaison Committees on all areas covered by the Treaty

- h) Effectively contribute and subscribe to relevant international organizations
- i) Establish a mechanism to interface with Civil Society Organizations engaged in areas covered by the treaty, as well as professional associations, research institutions and the academia

(iv) Means of verification

- Well functioning website
- Number of Newsletters, Hansard and reports published and disseminated
- Number of Study tours and exchange visits conducted
- Number of Nanyuki series held and its recommendations implemented
- Number of Reports and decisions of the EAC Speakers Forum implemented
- Number of Inter- Parliamentary Liaison Committees established
- Number of international organizations ascribed to and number of meetings attended
- Number of mechanisms to interface with Civil Society and others established

(v) Timing

Timing for linkages varies; the website is scheduled to be improved in 2010;

Nanyuki series is annual, the meetings of the Bureau of EAC Speakers are bi-annual; production of Newsletters, Hansard reports is periodical; and study tours, exchange visits and meetings of Committees on various subjects is continuous.

(vi) Responsibility

The responsibility to achieve linkages lies with the Speaker's Office, the Clerk's office, the House Business Committee and Chairpersons of Committee.

CHAPTER 5: RESOURCE MOBILIZATION AND RISK MANAGEMENT

5.1 Financial trends and need for Resource Mobilization

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

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

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

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

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

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

Table 2: Financial Trends for the Assembly for Financial Years: 2006/7-2009/10

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

5.2 Risk Management in Implementing the Strategic Plan

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

Table 3: Risk Management Analysis

	Risk Factor	Rank	Risk Management
1.	Resistance to change – community laws take precedence over national ones on Treaty matters.	High	Create awareness; Assert Authority of the Assembly & Community Enforce sanctions;
2.	Inadequate finances to implement the plan	High	Enhance budget role; Enhance oversight role Propose alternative resource mobilization & Treaty amendments to mobilize resources
3.	Delays in Treaty amendments on resource mobilization; status of Assembly	Medium	Consultation, involvement of stakeholders
4.	Lack of awareness of Treaty obligations and functions of the Assembly	High	Create awareness through seminars, workshops, public hearings and through a media strategy. Live coverage of Assembly proceedings. Publish and disseminate information.
5.	Inadequate Staff and Equipment	Medium	Review structure; institute a recruit and train policy.
6.	Dependency on donor support for core functions in the context of the credit crunch	High	Propose alternative funding; Facilitate a monitoring and evaluation system for effective and efficient use of resources.
7.	Fear of Partner States to cede power and authority to community organs and institutions	Medium	Create awareness on Treaty Utilize the East African Court of Justice for interpretation Consultation, involvement of stakeholders

8.	Political instability and conflict in the region and beyond.	Medium	Harmonize principles for a free and fair elections Advocate for regional conflict resolution mechanism Participate in election monitoring
9.	Negative perception of the Assembly by the public	Medium	Positive publicity Open up Assembly to public via live coverage, outreach programs

CHAPTER 6: PERFORMANCE AND MONITORING EVALUATION

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

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

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

The Monitoring and Evaluation Committee shall develop a monitoring and evaluation framework that will show the vertical and logical linkages of this Strategic Plan. These will provide parameters of bi-annual and annual review of this Strategic Plan in order to assess and review so as to ensure effectiveness in determining the impact of investment in the Strategic Plan. Reports of the Performance M & E Committee shall be submitted to the House Business Committee.

CHAPTER 7: IMPLEMENTATION APPROACH AND FRAMEWORK –

MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS

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

In addition to this, tailored workshops, seminars, conferences, public hearings, site visits, and exchange programs shall be designed to foster greater understanding and appreciation of the operating principles of a regional parliament with a supra national nature and the East African Community integration process.

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

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

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

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

It is also envisaged that the **Assembly Development Partners Group** shall be established as the main forum for coordination of donor funds to the Assembly.

CHAPTER 8: IMPLEMENTATION OF THE STRATEGIC PLAN

This Chapter identifies strategies and actions that need to be taken and timelines within which activities will be implemented.

Strategic Issue 1: An Autonomous Assembly:

Strategic Issue 1	Strategic Objective	Outcome	Activities	Means of Verification	Timing	Responsibility
An Autonomous Assembly:	Separation of administrative powers of EAC Organs	Financial and administrative autonomy of the Assembly.	1. Propose amendments to the Treaty	No. of proposed amendments initiated and submitted to Council	2010	Legal Committee
			2. Propose legislation to attain financial and administrative autonomy. 3. Adopt a new organizational structure ready to run an autonomous Assembly	No. of Bills proposed Type of organizational structure adopted	2010-2011 2010 - 2011	Legal Committee House Business Committee Office of the Clerk

Strategic Issue 2: An effective and Efficient Assembly

Strategic Issue 2	Strategic Objective	Outcome	Activities	Means of Verification	Timing	Responsibility
An effective & Efficient Assembly	1. Establish The East African Parliamentary Institute (EAPI)	1. A well functioning EAPI established	1. Develop legal instrument to formalize EAPI.	Legal Instrument.	2010	HBC, CTC, Council of Ministers
			2. Recruit EAPI key staff.	Number of Key staff recruited.	2010	HBC, Council of Ministers
			3. Launch EAPI.	EAPI launched.	2010	Speaker
			4. Develop modules for EAPI.	Number of EAPI modules developed.	2011	EAPI Management
			5. Conduct training for Members, Staff and Partner States National Assemblies.	No. of trainings conducted.	2011-2012	HBC, Clerk, EAPI, National Assemblies

	2.Capacity building of Members & Staff	<p>2. Enactment of community laws enhanced.</p> <p>3.Assembly legislative and representative roles enhanced</p>	<p>6. Conduct workshops for Members and staff on the legislative function</p> <p>7. Conduct public hearings workshops</p> <p>8. Conduct exchange programmes for Members and staff to other Parliaments/Institutions</p>	<p>Number of workshops conducted.</p> <p>Number of private Members Bills and amendments to Bills moved.</p> <p>Number of Questions asked</p> <p>Number of workshops conducted</p> <p>Number of exchange programmes conducted</p>	<p>Continuous</p> <p>Continuous 2010 - 2012</p>	<p>HBC, Clerk</p> <p>Committee Chairpersons</p>
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Strategic Issue 2: An effective and Efficient Assembly

Strategic Issue 2	Strategic objective	Outcome	Activities	Means of Verification	Timing	Responsibility
An Effective and Efficient Assembly contd.	Strengthening the Institution & Improving internal systems	Assembly oversight role enhanced	1. Commission, Research and data analysis programme 2. Conduct seminars & workshops for Members & Staff on oversight function. 3. Facilitate site visits to EAC Projects 4. Host fora to share best practices 6. Establish an M &E mechanism	Date programme launched Number of Research reports produced Number of training seminars workshops conducted No of site visits conducted and the reports produced No of fora hosted	2010-2012 Continuous	HBC, Clerk , Committee Chairpersons Clerks HBC, Clerk, Committee Chairpersons

		Assembly Infrastructure, Equipment & Internal Systems Improved	Procure office space. Procure Equipment Review & develop internal systems	Type of office space acquired No of Equipment procured. No. of Improved internal systems established	2010-2012	Speaker HBC Clerk
		New Assembly administrative and functional structure implemented.	Implement the new administrative structure	Plan and strategy for implementation of new structure.	2010-2012	Speaker HBC Clerk
		Effectiveness of Assembly enhanced	1.Establish mechanism for monitoring implementation and effectiveness of laws enacted. 2. Establish mechanisms	Whether mechanism is in place as per plan	2011	Speaker HBC Clerk

			for sensitization of public on laws enacted and EAC Programmes			
		Effectiveness of the Assembly enhanced	Establish a Resource Mobilization Strategy	<ol style="list-style-type: none"> 1. Whether Strategy in place as per plan 2. Number of Partners identified 3. No of funding agreements reached 4. Level of funding secured 	2010 2011	Speaker HBC Clerk

Strategic Issue 3: Focus on economic, social and political interests of the people of East Africa.

Strategic Issue 3	Strategic Objective	Outcome	Activities	Means of Verification	Timing	Responsibility
Focus on economic, social and political interests of the people of East Africa.	Enact legislation that promotes social, economic and political development.	Laws enacted and enforced.	Conduct hearings on Bills, Committee meetings, and Plenary debates and enact legislation	Reports of hearings. Reports of Committees Number of Bills enacted	Continuous	Speaker Assembly Clerk
	Represent the interests of the people of East Africa.	1.Awareness created on benefits of integration; 2.Lives improved, poverty reduced, trade enhanced. 3. Benefits of integration realized.	1. Hold Rotational sittings in Partner States. 2. Conduct Public rallies, hearings, sensitization workshops Procure Media coverage Conduct Country tours.	Number of Plenary & Committee Meetings held in Partner States. Number of Pubic hearing meetings conducted Level of media coverage. No. of tours conducted No. of consultative meetings held with public and other stakeholders.		Speaker. HBC Chairperson Clerk

	To oversee the performance of EAC Organs & Institutions	Performance of EAC Organs and Institutions Improved.	<p>Debate and approve EAC budget.</p> <p>Debate EAC performance reports.</p> <p>Debate EAC Audited Accounts reports.</p> <p>Carry out on site assessment of EAC programmes and projects.</p> <p>Follow up enforcement of community laws, decisions, directives and Resolutions.</p>	<p>No. of EAC Budgets approved</p> <p>No of Assessments conducted and Reports on projects and programs.</p> <p>No of Assessments conducted and Reports on enforcement.</p>	Annually	<p>Speaker</p> <p>HBC</p> <p>Committee</p> <p>Chairpersons</p> <p>Clerk</p>
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Strategic Issue 4: Linkages with National Assemblies and other Stakeholders.

Strategic Issue 4	Strategic Objective	Outcome	Activities	Means of Verification	Timing	Responsibility
Linkages with National Assemblies and other Stakeholders.	Networking with National Assemblies of Partner States & other Stakeholders.	Information sharing improved.	Improve website Develop & disseminate Newsletter, Hansard, Community laws.	Well functioning website. No of Newsletters, Community laws Hansard Reports published & disseminated.	Continuous	HBC Clerk
		Best practices to enhance functional linkages benchmarked.	Conduct Nanyuki series annually Institutionalize Bureau of Speakers and hold regular meetings Hold Inter parliamentary Committee Meetings Finalize establishment of other Liaison Committees	Nanyuki Reports Bureau Institutionalized and Reports of Bureau meetings. No of Inter-parliamentary Committee meetings held No of new Liaison Committees established	Annually	House Business. Chairpersons of Committees Clerk

		EAC economic Social and political issues discussed & recommendations made.	Conduct study tours and exchange visits with National Assemblies and other stakeholders. Provide live coverage for all proceedings of the Assembly.	No of Tours and exchange visit reports No of times media broadcasts proceedings No of times proceedings covered by Media reports and newspaper articles.	Continuous	Speaker HBC Clerk Chairpersons
		Harmonization of laws and practices enhanced	1. Identify laws that require harmonization 2. Engage relevant stakeholders 3. Ensure harmonization is undertaken by relevant authorities	No. of laws identified No. of stakeholders engagements undertaken No of laws harmonized	Continuous	Committee Chairpersons
		Awareness of Assembly work created and wider	Subscribe and effectively contribute to relevant international organizations	No of international organizations subscribed to.	continuous	Speaker Clerk

		support for its functions secured		No of international meetings attended and effectively participated in.		
			Establish mechanisms to interface with CSOs, professional Associations, Research Institutions, academics	Mechanism in place No of organizations engaged with and No. of meetings held on topical issues	2010 Continuous	Committee Chairpersons Clerk

APPENDIX I

The Treaty for the Establishment of the East African Community

covers the following areas:

Preamble

Chapter 1: Interpretation;

Chapter 2: Establishment and Principles of the Community;

Chapter 3: Establishment of the Organs and Institutions of the Community;

Chapter 4: The Summit;

Chapter 5: The Council;

Chapter 6: The Co-ordinations Committee

Chapter 7: Sectoral Committees

Chapter 8: The East African Court of Justice

Chapter 9: The East African Legislative Assembly

Chapter 10: Secretariat and Staff of the Community

Chapter 11: Co-operation in Trade Liberalization and Development

Chapter 12: Co-operation in Investment and industrial Development

Chapter 13: Co-operation Standardization, Assurance, Metrology & Testing Quality

Chapter 14: Monetary and Financial Co-operation

Chapter 15: Co-operation in Infrastructure and Services

Chapter 16: Co-operation in the Development of Human Resource Science and Technology

Chapter 17: Free Movement of Persons, Labour Services, Right of establishment and Residence

Chapter 18: Agriculture and Food Security

Chapter 19: Co-operation in Environment and Natural Resources Management

Chapter 20: Co-operation in Tourism and Wildlife Management

Chapter 21: Health, Social and Cultural Activities

Chapter 22: Enhancing the Role of Women in Socio-economic development

Chapter 23: Co-operation in Political Matters

Chapter 24: Legal and Judicial Affairs

Chapter 25: The Private Sector and the Civil Society

Chapter 26: Relations with other Regional and international Organizations and Development Partners

Chapter 27: Co-operation in other fields

Chapter 28: Financial Provisions

Chapter 29: General, Transitional and Final Provisions.

APPENDIX II: LIST OF COMMUNITY LAWS ENACTED TO DATE

First Assembly: 2001-2006

1. The Community Emblems Act (No. 1) 2004.
2. The East African Legislative Assembly (Powers and Privileges) Act (No. 2), 2004.
3. The East African Community (Appropriation) Act (No. 3) 2004.
4. The East African Community (Appropriation) Act (No. 3) 2004.
5. The East African Supplementary Act, 2005.
6. The Acts of the East African Community Act (No. 5), 2004.
7. The Laws of Community (Interpretation) Act (No. 6) 2004.
8. The Laws of the Community Customs Management Act (No. 1), 2005.
9. The East African Community Competition Act, 2006.
10. The East African Community Standardization, Quality Assurance, Metrology, and Testing Bill, 2006.
11. The East African Community (Appropriation) Bill, 2006.

Second Assembly: 2007-2012

1. The Lake Victoria Basin Transport Management Bill 2007;
2. The East African Joint Trade Negotiations Bill 2007;
3. The Summit (Delegations of powers and functions) Bill 2007 & 2008;
4. The East African Customs Management (Amendment) Bill 2007 & 2008;
5. The East African Community Appropriation Bills 2007, 2008 & 2009;
6. The East African Community (Supplementary) Appropriation Bill 2007 & 2008;
7. The Inter-University Council for East Africa Bill 2008; The East African Community Emblems (Amendment) Bill 2008; The East African Community Budget Bill 2008;
8. The Acts of the Community Act (Amendment) Bill 2008, the CASSOA Bill 2008; and
9. The EAC Customs Management Act (Amendment) Bill, 2009.