



EALA

STRATEGIC PLAN

2019 - 2024



ONE PEOPLE, ONE DESTINY



EAST AFRICAN LEGISLATIVE ASSEMBLY

STRATEGIC PLAN

2019 – 2024

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 twakuomba ulinde

*Oh God, we pray that you
may protect*

Jumuiya Afrika Mashariki

the East African Community

Tuwezeshu 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 (2019 – 2024)

“Timely legislation, representation and oversight by a strong and vibrant Assembly in order to effectively contribute to accelerating a people centered and market-driven integration”

FOREWORD

On behalf of the Commission, the broad membership and Secretariat of the East African Legislative Assembly, I take great pleasure in introducing the 3rd Strategic Plan (2019-2024). The Strategic Plan guides our operations under the 10 broad thematic areas and is a significant milestone to be proud of.

As with all healthy organizations, a periodic assessment of where you are and where you want to be, is a prudent investment. Two overriding issues propel the current planning effort. Firstly, that EAC region and its people, are developing quite rapidly with many of the assumptions and projections made 5 years ago, having changed. Secondly, such developments place significant demands to the Assembly, far beyond its current human and financial capacity. We are cognizant of the fact that our institutional responses require setting and sticking to clearly defined priorities in areas likely to have the greatest impact to the people of East Africa.

The Strategic Plan 2019-2024, is developed along with impactful priorities that EALA will pursue in discharge of its cardinal mandate of Legislation, Oversight and Representation.

The progressive implementation of the pillars of the EAC Integration (Customs Union, Common Market, Monetary Union and Political Federation) continues to create high expectations from the people of East Africa and the resultant call for legal and institutional reforms and service provision. My Office and the EALA Commission remain committed to facilitating the Assembly to effectively and efficiently discharge its responsibilities in furthering the integration agenda and contributing to the realization of the aspirations of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030. The Plan further envisages to consolidate the financial and administrative autonomy of the Assembly, enhance operational capacities and corporate



image as well as enhance collaborative engagements with the Private Sector, Civil Society, women organizations, youth and other Stakeholders. It is my utmost conviction that the 4th Assembly will be equal to the task.

Permit me to salute the 1st, 2nd and 3rd EALA for the sound foundation left behind upon which we are prepared to build a more functionally autonomous, responsive and effective Assembly. The next five years should see EALA become more innovative, proactive and focused towards remaining at the cutting edge in contributing to the region's political, social, economic and cultural development.

I wish to congratulate Partner States for their consistent political and financial support towards driving the integration agenda. The implementation of this Strategic Plan calls for more resources thus implore sustained efforts by the Partner States to duly remit their annual contributions to the Community. We intend to engage Development Partners and explore opportunities for Public Private Partnerships (PPP) to foster the implementation of this Plan.

Finally, I once again thank the EALA Commission, Members, staff and various stakeholders for their contribution in developing the Strategic Plan.

Rt. Hon. Ngoga K. Martin - Speaker

STATEMENT OF COMMITMENT

Since its inception in 2001, the East African Legislative Assembly has continued to play a pivotal role in fostering the East African Community Integration Agenda by exercising the mandate bestowed upon it by the Treaty for the Establishment of the East African Community (hereafter referred to as the Treaty) – the powers to legislate, to hold the EAC Organs and Institutions accountable, to pass the budget and to represent the people of East Africa. To effectively execute this mandate, and in a coordinated manner, the Assembly, on a five-year basis, puts in place a Strategic Plan. The 3rd EALA Strategic Plan 2019 – 2024 gives impetus and direction on what the Assembly will do in the next five years.

The Strategic Plan re-emphasises the EALA's Vision and Mission, which we must maintain in our focus. Our core values must always be our guiding principles. The Plan provides strategic objectives and the desired outcomes and serves as the process framework of how we shall achieve our Vision and Mission. The Plan calls for progressive streamlining and enhancement of our capacities, operationalization and consolidation of the autonomy of the Assembly, continuous and harmonious engagement with other EAC Organs and Institutions and mobilization of resources necessary to enable us to effectively achieve these objectives.

The development of this Strategic Plan afforded the Assembly an opportunity to review the achievements and reflect on the lessons learnt during the implementation of the 2nd EALA Strategic Plan 2013 – 2018. This Plan is a result of a participatory and consultative process involving the EALA Commission, Members and staff of the Assembly and other stakeholders. It is therefore our belief that there will be higher



acceptance and enthusiastic implementation of the Plan.

The EALA staff are committed to providing administrative and technical support necessary for the implementation of this Strategic Plan. This will however depend in part on the expeditious recruitment of the much-needed human resources to provide the requisite administrative and technical support. Management will dedicate all its efforts and resources to the achievement of the set objectives herein, while closely monitoring implementation. To support this, we have set performance benchmarks directly linked to the Strategic Plan and the performance of staff will be regularly evaluated.

I take this opportunity to thank the EALA Commission, Members and staff of the Assembly and in a special way, my technical team that worked with the Sub-Committee appointed by the Commission to put together this Plan.

I hereby re-affirm the commitment of the EALA management and staff towards the realisation of the strategic objectives and outcomes of this Plan.

Charles Ngeleja Kadonya - Acting Clerk

ACRONYMS & ABBREVIATIONS

ACP-EU-JPA	<i>African Caribbean Pacific-European Union-Joint Parliamentary Assembly</i>
AfCTA	<i>African Continental Free Trade Area</i>
AfDB	<i>African Development Bank</i>
APU	<i>African Parliamentary Union</i>
ASEAN	<i>Association of South East Asian Nations</i>
AU	<i>African Union</i>
AWEPA	<i>Association of European Parliaments with Africa</i>
CASSOA	<i>Civil Aviation Safety and Security Oversight Agency</i>
COMESA	<i>Common Market for Eastern and Southern Africa</i>
CPA	<i>Commonwealth Parliamentary Association</i>
EAC	<i>East African Community</i>
EACJ	<i>East African Court of Justice</i>
EAKC	<i>East African Community Kiswahili Commission</i>
EACHRC	<i>East African Community Health Research Commission</i>
EACSB	<i>East African Community Statistics Bureau</i>
EADB	<i>East African Development Bank</i>
EALA	<i>East African Legislative Assembly</i>
EAPI	<i>East African Parliamentary Institute</i>
EAMI	<i>East African Monetary Institute</i>
EAMU	<i>East African Monetary Union</i>
EASTEKO	<i>East African Science and Technology Commission</i>
ECOWAS	<i>Economic Community of West African States</i>
EU	<i>European Union</i>
FY	<i>Financial Year</i>
IPU	<i>Inter-Parliamentary Union</i>
IUCEA	<i>Inter-University Council for East Africa</i>
LVBC	<i>Lake Victoria Basin Commission</i>
LVFO	<i>Lake Victoria Fisheries Organization</i>
M&E	<i>Monitoring and Evaluation</i>
MTEF	<i>Medium Term Expenditure Framework</i>
PAP	<i>Pan-African Parliament</i>
PPP	<i>Public Private Partnership</i>
RECs	<i>Regional Economic Communities</i>
SADC	<i>Southern African Development Community</i>
SDGs	<i>Sustainable Development Goals</i>
UN	<i>United Nations</i>

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EXECUTIVE SUMMARY

The East African Legislative Assembly Strategic Plan (2019-2024) provides a framework for implementing and delivering the mandate and functions of the Assembly as required by the Treaty for the Establishment of the East African Community. The Plan provides a policy and development framework for the EALA Commission as well as the Assembly's management to address institutional challenges and to foster regional integration in line with the EAC Vision 2050 and the EAC Development Strategy (2016/17 – 2020/21).

The Plan is largely informed by, and is in line with, the fundamental and operational principles of the Community, the four pillars of integration and areas of co-operation agreed upon by the EAC Partner States as enshrined in the Treaty. It takes into account the existing and emerging regional development issues and priorities, while also honouring the EAC's development partnership commitments at the inter-regional, continental and global levels. It also builds on the achievements registered under the previous EALA Strategic Plan (2013-2018), while also recognizing the lessons learnt as well as the challenges during the Plan implementation. The Plan is further complemented by the institutional core values that emphasise: *allegiance to the ideals of the Community, effectiveness and efficiency, transparency and accountability, ethics and integrity, objectivity and impartiality, teamwork, and unity in diversity.*

To guarantee the highest level of acceptance and enthusiastic implementation, the Strategic Plan was developed through an extensive participatory and consultative process during which views of all stakeholders were taken into account. Various stakeholders were consulted including EALA Members and staff, Organs and Institutions of the EAC, the Media, Civil Society Organisations and Partner States.

The Strategic Plan outlines the mandate and functions of the Assembly; its administrative structures; its relationship with other Organs and Institutions of the EAC; the key stakeholders of the Assembly and their expectations during the Plan period. The Situational Analysis takes cognizance of the major binding challenges and the need to develop and strengthen the institutional and human capacities of Members and staff of the Assembly to enable EALA deliver on its mandate.

The Strategic Plan articulates the Strategic Objectives to be attained over the 5-year Plan period. These include: (i) facilitating the implementation of the four pillars of the EAC integration agenda; (ii) operationalizing and consolidating the financial and administrative autonomy of the Assembly; (iii) strengthening harmonious working relations with other EAC Organs and Institutions in the furtherance of the Integration Agenda; (iv) strengthening partnership and collaboration with National and other Regional Parliaments; (v) enhancing collaborative engagement with the Private Sector, Civil Society, Women organizations, youth and other Stakeholders; (vi) enhancing the capacity of Members and staff to strengthen the performance of the Assembly; (vii) promoting, protecting and defending human rights, democracy, peace and security in the Community; (viii) establishing a strong performance Monitoring and Evaluation Framework for the Assembly; (ix) enhancing the corporate image of EALA; (x) facilitating the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030; and (xi) supporting and strengthening the East African Parliamentary Institute (EAPI).

In order to achieve the Strategic objectives and desired outcomes outlined in this Plan, the Assembly will pursue a number of strategic interventions including: timely enactment of the relevant laws to consolidate and attain a fully functioning Customs Union; enactment of the relevant laws to facilitate the full operationalisation of the Common Market and establishment of the Monetary Union; strengthening the Assembly’s oversight function to ensure that Partner States comply with the Customs Union and Common Market Protocols and related Summit directives and Council decisions; constant engagement with the Council of Ministers and National Assemblies to ensure the harmonization of national laws in the EAC context; advocacy for speedy drafting the model Constitution for Political Confederation as a transitional stage to Political Federation; and continually promote and support peace and security initiatives in the region. The Assembly will also continue to engage the Summit of EAC Heads of State and the Council of Ministers with a view to amend the Treaty to operationalise the administrative and financial autonomy of the Assembly.

During the implementation of this Strategic Plan, the Assembly will also: continually urge the Summit and the Council of Ministers to finalize a sustainable funding mechanism for the EAC; institutionalize the Annual State of the EAC Address by the Chair Summit by amending the Rules of Procedure of the Assembly to provide for the Address; organize and ensure regular participation in Inter-Parliamentary Relations’ Seminars and Inter-Parliamentary Games; establish and institutionalize a mechanism for regular dialogue with the Private Sector, Civil Society, women organizations, youth and other stakeholders; enhance the participation of stakeholders in EALA’s outreach programmes and public hearings; conduct capacity enhancement programs for Members and staff; develop an effective Corporate Communication Strategy; liaise with National Assemblies and other Regional Parliaments to organize joint review of the implementation of the AU Agenda 2063 and UN SDGs 2030; engage the Council of Ministers to expedite the full operationalization of the EAPI; and continuously engage the National Assemblies to mobilize resources to fund EAPI.

The implementation of the programmes and activities outlined in this Plan will be monitored and assessed on a basis of a series of Annual and bi-annual reports from EALA Commission and each Committee of the Assembly that will be further consolidated in one Annual Progress Report to be submitted to the Joint Planning meeting of the Commission and Committee Chairpersons for consideration. The reports will serve as a tool for documenting progress towards delivering the Strategic Plan by comparing achievements against planned objectives. For the avoidance of doubt, a number of key performance indicators and milestones of achievement for each of the strategic objectives have been outlined. The reports will also document factors which enhance sustainability of benefits and which may justify a possible revision of the Plan. The effective implementation of the Strategic Objectives of this Plan will strengthen the structural, organizational and functional capacity of the Assembly to deliver the mandate bestowed upon it by the Treaty.

Currently, the East African Legislative Assembly relies on contributions from Partner States to fund its programs. There is need to closely work with the Council of Ministers and the EAC Secretariat to ensure the finalization of a sustainable financing mechanism for the EAC, and the operationalisation of the EAC Resource Mobilization Strategy in immediate term. The implementation of this Strategic Plan: 2019 – 2024, is estimated to cost USD 23,062,825.

CHAPTER 1

INTRODUCTION AND BACKGROUND



A picture of the EAC headquarter in Arusha, United Republic of Tanzania

1.0 Introduction

The East African Legislative Assembly (EALA) Strategic Plan (2019 - 2024) builds on the second EALA Strategic Plan (2013 - 2018). It is intended to serve as the major policy instrument through which the Assembly seeks to execute its Legislative, Oversight and Representation mandate. This Plan is launched against the backdrop of significant changes and challenges at the continental and regional level

These changes include the recent admission of South Sudan in the East Africa Community (EAC), the increasing interest of other countries in joining the EAC, the formation of the African Continental Free Trade Area (AfCTA), changes in the composition of the European Union that have the potential to affect patterns of trade between Europe and the EAC, the increased cooperation within the Tripartite Framework of the EAC, Common Market for Eastern and Southern Africa (COMESA) and Southern African Development Community (SADC) and the rising number of cross-border projects over which the EALA exercises oversight. The challenges include: demographic changes characterized by the youth bulge and resultant youth unemployment, human trafficking and movement of genetic materials across borders, the changing landscape of human and state security in the region, ecological stress caused by environmental, demographic and climate change and other challenges that will increase demand for more focused, result-oriented and evidence informed representative, legislative and oversight by EALA.

The Plan is an instrumental aspect of the EAC Legal and Policy framework that will facilitate the Assembly to execute its mandate in a more focused, effective and result-oriented manner. EALA seeks to achieve this by enhancing its strategic focus and direction – within the broader institutional and functional framework of the EAC.

1.2 Methodology

Strategic Planning is a systematic process of envisioning a desired future and translating this vision into broadly defined goals/objectives and the steps to achieve them. This Strategic Plan was developed through a participatory and consultative process which involved meetings between the Assembly and stakeholders, technical review meetings and desk research. During this exercise, the Assembly reviewed among others the following documents:

- (a) The Treaty for the Establishment of the East African Community.
- (b) The EAC 2050 Vision.
- (c) The 5th EAC Development Strategy: 2016/17 – 2020/21.
- (d) Commitments of the Partner States and the EAC at global and continental levels including but not limited to the UN Sustainable Development Goals 2030 and the AU Agenda 2063.
- (e) The EALA Rules of Procedure.
- (f) The 2nd EALA Strategic Plan: 2013 – 2018.
- (g) Comparative analyses of Strategic Plans of the National Parliaments of Uganda, Kenya and the United Republic of Tanzania.

Information gathered from the above documents, stakeholders' written submissions and consultative meetings were used to carry out a Strengths, Weaknesses, Opportunities and Threats (SWOT) and Stakeholders' Analyses. To guarantee the highest level of ownership, acceptance and enthusiastic implementation of this Strategic Plan, a special session of the Assembly was convened to validate and adopt the Plan.

1.3 Guiding Principles of the Strategic Plan

This Strategic Plan is guided by the overarching principles outlined below:

- (a) Stakeholder participation and ownership, with EALA Commission and Management championing strategic planning and strategy implementation.
- (b) Continuous multi-stakeholder engagement within a multi-level institutional framework.
- (c) Collective responsibility, commitment and collaborative action between the EALA Commission and the EAC Organs and Institutions, Partner States and other stakeholders.
- (d) A participatory and consultative approach to strategic planning and strategy implementation.
- (e) Meticulously and rationally planned, targeted, focused and result-oriented strategic interventions.
- (f) Continuous, as well as rigorous Monitoring and Evaluation – as the basis for evidence-based policy and decision-making.
- (g) Efficient use of resources, accountability and transparency, cost-effectiveness and sustainability at all levels.

1.4 Background to the East African Community

1.4.1 Overview of the EAC

The EAC is a Regional Economic Community (REC) headquartered in Arusha, Tanzania, comprising the Republics of Burundi, Kenya, Rwanda, South Sudan, Uganda and the United Republic of Tanzania. The EAC is home to approximately 177 million citizens, with a land area of 2.5 million

square kilometres and a combined Gross Domestic Product of US\$ 193.7 billion (EAC Statistics, 2019).

The first EAC comprising the Republics of Kenya, Uganda and the United Republic of Tanzania was established in 1967 but collapsed in 1977. The defunct EAC was organized along three arms of governance: the Executive, the Judiciary and the Legislature. The Executive comprised the Authority of Heads of State, the East African Ministers, Councils, the Secretariat, Institutions and Corporations. The Secretariat comprised the Executive, Professional and General Staff and was headed by a Secretary General. The Judiciary comprised the East African Court of Appeal which was the final Court of Appeal in the region. The Legislative Council was composed of nine members and the respective East African minister from each Partner State.

The revival of the EAC commenced following the Agreement of 1993, with the establishment of a Permanent Tripartite Commission whose role was to establish a Secretariat that started operations in March 1996. The major role of the Secretariat was to coordinate the negotiations of the Treaty for the Establishment of the EAC. This Secretariat of the Permanent Tripartite Commission was later transformed into a Secretariat of the Community upon the coming into effect of the Treaty on 1st July, 2000.

Article 9 of the Treaty establishes Organs and Institutions of the Community as follows: the Summit, the Council, the Coordination Committee, the Sectoral Committees, the East African Court of Justice (EACJ), the East African Legislative Assembly (EALA) and the Secretariat and such other Organs as may be established by the Summit. The Treaty further provides for integration of the surviving institutions of the defunct EAC; namely: the East African Development Bank (EADB) and the Inter-University Council for East Africa (IUCEA) into the Community; while the Lake Victoria Fisheries Organization (LVFO) was established in place of the defunct East African Fisheries Research Organization through a Convention.

In the exercise of its mandate, the Summit has, since the commencement of the Treaty, further established the following institutions: the Lake Victoria Basin Commission (LVBC), the Civil Aviation Safety and Security Oversight Agency (CASSOA), the East African Community Kiswahili Commission (EACKC); the East African Science and Technology Commission (EASTECCO); the East African Community Health Research Commission (EACHRC), the East African Community Competition Authority (EACCA), the East African Community Parliamentary Institute (EAPI), the East African Monetary Institute (EAMI) and the East African Community Statistics Bureau (EACSB).

The EAC integration is enshrined in the Treaty which was signed in November 1999 and entered into force in July 2000. The Treaty underpins the integration agenda of EAC with the overall objective of widening and deepening co-operation among the Partner States in political, economic, social, cultural fields, research and technology, defense, security, legal and judicial affairs.

Since the coming into force of the Treaty, in pursuance of the provision of Article 5(2), the EAC has registered significant achievements in the implementation of the four pillars of the EAC integration agenda i.e. the Customs Union, Common Market, Monetary Union and Political Federation. According to the African Development Bank (AfDB) report on the African Integration Index 2016, the EAC is considered the most successful regional economic community in Africa as it is progressing well towards continental integration.

In a bid to implement the four pillars of the EAC Integration, the Assembly and other Organs and Institutions of the Community have over the years initiated a number of legal and policy reforms which have led to among others the establishment of the Single Customs Territory, free movement of labour, free movement of persons, free movement of capital, free movement of goods and services, rights of residence and right of establishment; the enactment of the EAC Monetary Institute Act, 2018; the EAC Statistics Bureau Bill, 2017, introduction of the East African e-passport and the commencement of the drafting of the model constitution for a Political Confederation.

As one of the fastest growing regional economic blocs in the world, the EAC bears great strategic, economic and geopolitical significance and prospects for the mutual benefit of its population. However, the Community needs to urgently address key challenges adversely affecting the implementation of its integration agenda. The challenges include: delayed remittance of Partner States’ financial contribution to the EAC budget, political/economic disputes among some Partner States, lack of awareness of Treaty obligations by various stakeholders, dependence on donor support for core functions of the Community, fear to cede power and authority to Organs and Institutions and understaffing in the EAC Organs and Institutions.

1.4.2 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; and Allegiance to the EAC ideals.*



Summit of EAC Heads of State from left: H.E. President Pierre Nkurunziza (Burundi), H.E. President Paul Kagame (Rwanda), H.E. President Yoweri Kaguta Museveni (Uganda), H.E. President Dr. John Pombe Magufuli (United Republic of Tanzania), H.E. President Salva Kiir (South Sudan) and H.E. President Uhuru Kenyatta (Kenya)

CHAPTER 2

THE EAST AFRICAN LEGISLATIVE ASSEMBLY



A birds eye-view of the Assembly at a Plenary Session in Arusha

2.0 Membership and Tenure of Office

The East African Legislative Assembly as established under Article 9 of the Treaty is the Legislative, Oversight and Representative Organ of the Community. The Assembly represents the collective democratic expression of the commitment of the six Partner States to regional integration. According to Article 50(1) of the Treaty, Members of the Assembly are elected by National Assemblies from the various political parties represented in the National Assemblies by diverse shades of opinion, gender and other special interest groups in each Partner State.

The membership of the Assembly includes nine elected representatives from each Partner State, *ex-officio* members who are Ministers (or Deputy Ministers in their absence) responsible for EAC Affairs in each Partner State, the Secretary General and the Counsel to the Community. Members of the Assembly hold office for a period of five years and are eligible for re-election for a further term of five years. The *ex-officio* members do not have voting rights in the Assembly but are often consulted on any matter regarding the EAC Integration. Article 55 of the Treaty provides that the meetings of the Assembly shall be held at such times and places as the Assembly may appoint and at least once in every year at the EAC headquarters in Arusha, Tanzania.

2.1 Mandate and Functions of the EALA

The Treaty bestows upon the Assembly Legislative, Oversight and Representation functions. According to Article 49 of the Treaty, 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.

According to Articles 14(3)(b) and 59(1) of the Treaty, the Council of Ministers and Members of the Assembly are empowered to initiate and submit Bills to the Assembly. The Assembly under the Rules of Procedure is required to consider and pass all Bills introduced in the House. During the consideration of Bills, the Assembly is required to carry out extensive consultations (public hearings) with the people of East Africa and any other stakeholder(s) it may deem necessary. Once a Bill is passed by the Assembly, it requires assent to by all Members of the Summit before it becomes an Act of the Community.

In addition to the above specific functions, the Assembly has a vital role to play in connecting Partner States' Assemblies and their political structures into the integration process. The Assembly exercises its representation mandate through receipt and consideration of petitions, seeking responses to oral and written questions from the Council of Ministers and Members raising matters of urgent public importance on the floor of the House.

At the regional, continental and global levels, the Assembly is mandated to provide a strategic link between the EAC, Continental/Regional Parliaments such as the Pan African Parliament, ECOWAS Parliament and SADC Parliamentary Forum), the African Union and International Organizations (such as IPU and CPA) and to use these linkages to promote among others, the AU 2063 Agenda and the UN 2030 Sustainable Development Goals (SDGs).

Article 49 (2) (e) empowers the Assembly to establish its own committee structure for such purposes as it may deem necessary. Currently, there are six Standing Committees of the Assembly:

- the Committee on Accounts;
- 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.

The Assembly largely exercises its functions through Committees. The specific functions of the above Committees of the Assembly are provided for in the Rules of Procedure of the Assembly. The Committees of the Assembly and their respective mandates are structured in accordance with the seventeen areas of cooperation as provided for in the Treaty.

2.2 Vision, Mission and Core Values

The **Vision** of the Assembly is: “to be an efficient, effective and people-centered regional Legislature”.

The **Mission** is: “to ensure timely legislation, effective oversight and broad representation that facilitate a prosperous, competitive, secure, stable and politically united region in order to enhance the welfare of East Africans”.

The **Core Values** of the Assembly are:

- Allegiance to the objectives of the Community
- Effectiveness and efficiency
- Transparency and Accountability
- Ethics and Integrity
- Objectivity and Impartiality
- Teamwork and
- Unity in diversity.

2.3 Administrative Structures

2.3.1 The Speaker

The Speaker is the political head of the Assembly. According to Article 53 of the Treaty, the Speaker is elected on rotational basis by the elected Members of the Assembly from amongst themselves to serve for a period of five years. The functions of the Speaker include presiding over the sitting of the Assembly and taking part in its proceedings in accordance with the Rules of Procedure of the Assembly, chairing the EALA Commission which is the governing Board of the Assembly and the Board of Trustees of the East African Parliamentary Institute (EAPI) and linking the Assembly with the Summit of EAC Heads of State, among others. The Speaker also represents the Assembly in high profile meetings to enhance its corporate image and relations.

2.3.2 The EALA Commission

The EALA Commission is the governing Board of the Assembly established under Section 3 of the Administration of the EALA Act, 2012. The Commission which is chaired by the Speaker is also composed of the Chairperson of the Council of Ministers who is an *ex-officio* Member and two Members of the Assembly from each Partner State elected by the Assembly. The Commission is mandated to *inter alia*, provide strategic direction and guidance to the Assembly and initiate policy recommendations. Specifically, Section 4 of the Administration of the East African Legislative Assembly Administration Act, 2012, mandates the Commission to:

- (a) organize and manage the business and programs of the Assembly;
- (b) nominate Members of Standing and other Committees;
- (c) make recommendations to the Council on terms and conditions of service of Members of the Assembly;
- (d) recommend to the Council the appointment of the Clerk and other officers of the Assembly;
- (e) make recommendations to the Council on salaries and other terms and conditions of service of the Clerk and other officers of the Assembly;
- (f) make recommendations to the Council on appointment, promotion and exercise of disciplinary control over the Clerk and other staff of the Assembly;
- (g) cause to be prepared in each financial year, estimates of revenue and expenditure for the Assembly for the next financial year;
- (h) recommend to the Council, Rules and Regulations for the staff of the Assembly; and
- (i) perform 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.

2.3.3 The Clerk

The Clerk is the Administrative head of the Assembly. He/she is responsible for the following functions:

- a. be the head of the Assembly administration and Secretary to the Commission;
- b. render expert advice for the Members of the Assembly on parliamentary procedure and practice;
- c. be responsible to the Chairperson of the Commission for the general working and efficient conduct of the business of the Commission and the Assembly;
- d. ensure that proper books and records of the Assembly are kept and maintained;
- e. carry out such other duties and exercise such powers as may be conferred upon him or her by the Treaty, any law, rules, regulations, and practices of the Assembly.

The Clerk is also the Chairperson of the governing Council of EAPI and the Secretary of its Board of Trustees. In the discharge of his/her responsibilities, the Clerk is assisted by the Deputy Clerk and other officers of the Assembly.

As at 30th November, 2019, the staff establishment of the Assembly stood at 33 officers (*20 at professional level and 13 in the general staff category*) and 19 short-term/temporary staff. For administrative purposes, the current Assembly is divided into two main directorates:

- (a) the Legislative services; and
- (b) the Administrative services.

The Office of the Clerk is further sub-divided into the following departments:

- (a) Legislative Business and Procedural Services.
- (b) Hansard.
- (c) Library, Research and Information Services.
- (d) Finance and Administration.
- (e) Serjeant-at-Arms.
- (f) Public Relations Services; and
- (g) ICT Services.

2.4 Relationship with other Organs of the EAC

In the execution of its mandate, the Assembly relates with other Organs of the Community i.e. the Summit, the Council of Ministers, the East African Court of Justice (EACJ) and the Secretariat in various ways as outlined below:

2.4.1 The Summit

Article 11 of the Treaty mandates the Summit to give overarching direction and impetus to the development and achievement of the objectives of the Community. According to Article 62 of the Treaty upon passage of the Bill, the Speaker of the Assembly is required to transmit the same to Heads of State for assent. Article 63 of the Treaty empowers the Heads of State to assent or withhold assent to Bills passed by the Assembly before they become Acts of the Community. The Treaty, under Article 51(2), gives the Summit the powers to determine the terms and conditions of service of Members of the Assembly.

Since its inauguration in 2001, the Assembly has established and continues to consolidate various working relations with the Summit as indicated below:

- (a) institutionalization of the Annual State of the EAC Address by the Chair of Summit;
- (b) institutionalization of Heads of State address whenever the Assembly holds sittings in the Partner States;
- (c) progressive review of the terms and conditions of service of Members by the Summit on the request of the Assembly;
- (c) Members of the Summit have continuously offered audience to Speaker to brief them on any matter pertaining the operations of the Assembly and the EAC integration agenda.

2.4.2. The Council of Ministers

According to Article 14 of the Treaty, the Council of Ministers is mandated to make policies for the general implementation of the Community's programs and projects. The Council is further empowered to:

- (a) initiate and submit Bills to the Assembly as per Article 59 of the Treaty;
- (b) consider and submit budgetary proposals to the Assembly in respect of each Financial Year in line with Article 132 of the Treaty;
- (c) 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 according to Article 49 of the Treaty;
- (d) submit annually, for debate by the Assembly, reports documenting progress made by the Community in the development of its foreign and security policies as stipulated by Article 123 of the Treaty;
- (e) recommend to the Summit the terms and conditions of service for Members of the Assembly by Article 51 of the Treaty;
- (f) be represented in the Membership of the Assembly as per the requirement of Article 48 (1) of the Treaty;
- (g) appoint the Clerk and other officers of the Assembly (on the recommendation of the Commission) whose salaries and other terms and conditions of service they shall determine as per Article 48(4) of the Treaty;
- (h) foster cooperation between the Assembly and National Assemblies of the EAC Partner States by tabling before their respective Houses reports on the matters debated by the Assembly as per Article 65 (a) of the Treaty.

In view of the above, the Council is the critical stakeholder to the Assembly in the discharge of its Legislative, Oversight and Representation mandate. For instance, if the Assembly is to effectively carry out its mandate of legislation, there is need for commitment on the part of the Council of Ministers to table before the House a list of Bills to be considered at the beginning of each financial year. It is equally important that the Council appreciates the need to operationalize the financial and administrative autonomy granted to the Assembly at its 33rd meeting held in March 2016 (**EAC/CM33/Decision 29**). This will enable the Assembly to effectively discharge its mandate.

2.4.3. The EAC Secretariat

Article 66 of the Treaty provides that, the Secretariat shall be the executive organ of the Community. According to Article 71 of the Treaty, the Secretariat is among others, responsible for:

- (a) initiating, receiving and submitting recommendations to the Council and forwarding of Bills to the Assembly;
- (b) the initiation of studies and research related to achieving the objectives of the Community;
- (c) the 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) the general administration and financial management of the Community;
- (f) the mobilization of funds from Development Partners and other sources for the implementation of projects of the Community; and
- (g) the establishment of practical working relations with the Court and the Assembly.

2.4.4. The East African Court of Justice (EACJ)

According to Article 23 of the Treaty, the EACJ shall be a judicial body which shall ensure the adherence to law in the interpretation and application of and compliance with the Treaty. Article 27(1) of the Treaty, specifically provides that the Court shall initially have jurisdiction over the interpretation and application of the Treaty: *Provided that the Court jurisdiction to interpret under this paragraph shall not include the application of any such interpretation to jurisdiction conferred by the Treaty on Organs of the Partner States.*

Articles 28 and 30 of the Treaty mandate EACJ to receive and adjudicate whether:

- (a) a Partner State or Organ or Institution of the Community has infringed upon a provision of the Treaty.
- (b) the legality of any Act, regulation, directive, decision or action on the ground that it is *ultra vires* or unlawful or an infringement of the provisions of Treaty or any rule of law relating to its application or amounts to misuse or abuse of power by a Partner State, an Organ or Institution of the Community.

CHAPTER 3

SITUATIONAL ANALYSIS



Members of the 4th Assembly after their swearing into Office in December 2017.
The 4th Assembly is expected to implement the Strategic Plan (2019-2024).

3.0 Overview

This section analyses the current situational landscape of the Assembly that leads to the development of the 3rd EALA Strategic Plan: 2019-2024. It reviews the implementation of the 2nd EALA Strategic Plan: 2013-2018 and analyses both the internal and external environments including new developments such as the admission of the Republic of South Sudan to the EAC, necessitating an extended scope of operations of the Assembly. EALA also takes cognizance of the need to operationalize its financial and administrative autonomy, as well as the environmental and social challenges posed by climate change and unemployment of youth, respectively. External developments include the possible implications of the Brexit to regional integration initiatives and the interest expressed by the Republic of Somalia and the Democratic Republic of Congo to join the Community. The aforementioned factors call for legal and policy reforms that will make the Assembly more effective and perpetually responsive to the needs and aspirations of the people of East Africa.

3.1 Implementation performance of the 2nd EALA Strategic Plan (2013-2018)

The implementation of the 2nd EALA Strategic Plan: 2013-2018 was monitored through reviews undertaken on a monthly, quarterly, bi-annual and annual basis. The Assembly registered a number of achievements, challenges notwithstanding.

3.1.1 Achievements

The following were the key achievements:

- i) 35 pieces of legislation were enacted from which 20 have so far been assented to (assent has been withheld to 5 while the rest are still in the process of assent).
- ii) Implementation of the Administration of EALA Act, 2012 which enhanced the institutional governance structure of the Assembly.
- iii) In exercising its budgetary function as provided for in the EAC Budget Act, 2008, the Assembly led the Council of Ministers to realign the Community budget with the strategic objectives of the EAC.
- iv) The enhancement of the Assembly's oversight function led to improved management and financial accountability in the EAC with the Secretariat qualifying for International Organization for Standardization (ISO) certificate.
- v) Commenced the operationalization of the East African Parliamentary Institute Act, 2012.
- vi) In exercise of its representation function, the Assembly received and considered petitions, conducted public hearings and undertook sensitization and outreach programmes that enhanced public awareness about the EAC Integration.
- vii) EALA sustained the principle of rotational sittings of the Assembly in Partner States, thus maintaining a linkage with National Assemblies.
- viii) The Bureau of EAC Speakers played a key role in championing the integration agenda through regular consultation.
- ix) Enhanced interaction of Members of the Assembly with the EAC Summit of Heads of State.
- x) Sustained the annual EAC Inter-Parliamentary Games.
- xi) Participated in Election Observation Missions in the Partner States.
- xii) Undertook capacity building initiatives for Members and Staff of the Assembly.
- xiii) Enhanced partnerships with entities pursuing similar objectives at regional, continental and international levels. These include: the Economic Community for Africa (ECA), the Inter-Parliamentary Union (IPU); Southern African Development Community Parliamentary Forum (SADC-PF); the Commonwealth Parliamentary Association (CPA); Economic Community of West African States Parliamentary Forum (ECOWAS-PF); Pan African Parliament (PAP); Intergovernmental Authority on Development- Inter-Parliamentary Union (IGAD-IPU) and Africa Caribbean and Pacific/European Union (ACP/EU).
- xiv) Participated in the IPU-UN Parliamentary hearings; the ACP-EU Joint Parliamentary Assembly; the annual EU Presidency meetings; Parliamentary Assembly of the Mediterranean (PAM) and the Africa Parliamentary Knowledge Network.

The East African Legislative Assembly has continued to distinguish itself as the only regional Parliament in Africa with full legislative powers. It serves as a model for other regional parliamentary bodies in the Continent in their quest for legislative powers.

3.1.2 Challenges

The key challenges that the Assembly encountered during the implementation of the 2nd EALA Strategic Plan were the following:

- i) delayed remittances of funds by Partner States affected the timely implementation of some of the planned activities of the Assembly;
- ii) non implementation of the financial and administrative autonomy granted to EALA affected the planning and execution of certain programmes since the Assembly still depends on other Organs of the Community especially on policy matters;
- iii) inadequate staffing levels created human resources challenges which affected the performance of the Assembly;
- iv) the high turn-over of the Members of the Assembly (few members were re-elected to 3rd and 4th Assembly) resultant from elections, had an impact on the institutional memory which compelled EALA to allocate substantial funds for enhancement of capacity of the new Members;
- v) the end of contracts for 6 professional staff and the delayed recruitment to fill these positions deprived EALA of the much-needed technical expertise and institutional memory to facilitate the Assembly in the effective discharge of its mandate;
- vi) weak commitment on the part of Council of Ministers to ensure implementation of some of the Community's decisions;
- vii) the process of impeaching the 1st Speaker of the 3rd Assembly paralyzed the operations of EALA and as a result, some of its programs and activities were not implemented as planned;
- viii) the delayed election of EALA Members from some Partner States affected the timely inauguration of the 4th Assembly thus disrupting the legislative calendar of the Assembly.

As a result of the above challenges, some of the strategic objectives and planned activities during the period under review were not implemented. They include among others:

- i. Comprehensive implementation of the recommendations in the EAC Institutional Review Report such as the administrative and financial autonomy of the Assembly.
- ii. Transformation of the Bureau of the EAC Speakers into an Organ of the EAC.
- iii. Establishment of robust monitoring and evaluation framework and Unit for the Assembly.



A section of an EALA Committee at work. The Committees significantly contribute to the legislative function of the Assembly.

3.2 Legislative Function of the Assembly

According to the Treaty, legislation is a shared mandate between the Assembly and the Summit. The Council of Ministers and Members of the Assembly are mandated to initiate and introduce Bills in the House. Since its inauguration, the Assembly has passed a total of 92 Bills of which 66 have been assented to, 18 are still in the process of assent while the Heads of State have withheld assent to the remaining (8). The list of Acts and Bills is attached as Appendix 2.

It has been noted however that the discharge of the legislative function of EALA is constrained by the following:

- i. Failure by the Council of Ministers to table a legislative programme to be considered by the Assembly during each financial year.
- ii. Delays in the assent to Bills by the Summit of the EAC Heads of State.
- iii. Preference of Protocols to legislation on Community matters by the Partner States.
- iv. inadequate capacity by Members to initiate and scrutinize Bills.
- v. Delay by Committees to report back to the House on the status of Bills referred to them after First Reading within the timeline (ninety days) stipulated by Rule 66(5) of the Rules of Procedure.
- vi. Failure by the Committees to address the concerns raised by the Partner States on Bills passed by the Assembly and for which the Heads of State have withheld assent.

To strengthen the legislative function, there is need for the Assembly to enhance its engagement with the Council of Ministers to ensure the latter submits the legislative programme on time and to rationalize the use of Protocols vis a vis legislation. There is also need to enhance the capacity of Members to initiate and scrutinize Bills.



EALA Staff pose for a photo with the EALA Speaker. Staff are critical in the realization of the mandate of the Assembly.

3.3 Human Resources and Organizational Structure

The expanded membership of the EAC from five to six Partner States (following the accession of the Republic of South Sudan in 2016) resulted into increased membership of the Assembly from 52 to 62. This calls for the enhancement of staff capacity to provide Members with the necessary technical support to effectively perform Legislative, Oversight and Representation functions. Despite the Assembly's effort to rationalize the staffing structures to match its expanded membership with the increased workload, the Assembly remains understaffed due to delayed recruitment by the Council.

The current administrative structure of the Assembly provides for units instead of the conventional departments found in most legislatures. Such a structure impedes on the operational effectiveness of the administrative arm of the Assembly. According to the report of the EAC *Ad Hoc* Service Commission on Workload Analysis and Job Evaluation which was adopted by the Council in November, 2019, the position of the Clerk of the Assembly scored 461 points which qualified it to the scale of D1, but the same report recommended the position to be at scale P5. Other Heads of EAC Organs and Institutions whose administrative functions and responsibilities are far less than those of the Clerk were elevated to scale D1 which is equivalent to the rank of the Deputy Secretary General. This kind of ranking poses operational challenges especially when the Clerk is discharging his/her mandate as the CEO of the legislative and oversight Organ of the Community.

3.3.1 Staffing

The EALA and the EU Parliament are the only regional parliaments with Legislative, Oversight and Representation functions quite similar to those of National Parliaments. Like National Parliaments, the Assembly operates on a full - time basis. For the Assembly to effectively discharge its mandate, it should have a cadre of professional staff with specialized training in various disciplines. Currently, the Assembly has limited or no staff at all in critical disciplines such as legal/legislative drafting,

budgeting, planning, monitoring and evaluation, parliamentary research, procurement, internal audit, protocol, human resource management and ICT.

It is therefore important for the Assembly to review the current staff structure and staff terms and conditions and recommend to the Council of Ministers to establish and fill the above critical positions. In the course of reviewing the staffing structure, the Assembly needs to take into account the operational dynamics of a modern Parliament. The Assembly should also consider enlisting the expertise of the Parliamentary Commissions of Partner States' Parliaments. This will greatly strengthen the Assembly's effectiveness and efficiency.

3.3.2 Staff Transition Plan

Owing to the vast mandate of Parliaments, most legislatures invest substantial resources in staff development and their retention in service for the sustainable performance of their duties and institutional memory. Under the current EAC staff Rules and Regulations, the professional staff of the Assembly like their counterparts in the other Organs and Institutions of the Community are employed on a fixed five-year contract, renewable once. Over the years, this has led to high staff turnover which in addition to the delay in replacement of exiting staff continues to cripple the functioning of the Assembly.

In corporate governance, most organizations put in place a succession plan to mitigate such human resources challenges. This protects the organization from shocks of staff turnover and the resultant staff capacity gaps. There is need for the Assembly to develop a clear staff transition plan.

3.4 Administrative and Financial Matters

The Treaty establishes the EALA as one of the Organs of the Community with the Secretary General as the Chief Accounting Officer of the Community. Currently the Clerk has a sub-accounting status



EALA Staff in consultation. A viable staff transition and succession plan will mitigate the human resources challenge and equip the Assembly with the necessary technical expertise to perform.

which was delegated by the Secretary General in 2007. Article 14 (1) of The Treaty establishes the Council of Ministers as the Policy Organ of the Community with, among others, administrative and financial authority. The Council is also mandated by the Treaty to appoint and exercise disciplinary control over staff of the Community, and on the recommendation of the Commission, the same for the Clerk and other officers of EALA.

In exercise of the above powers, the Council of Ministers has developed a number of instruments to regulate the day-to-day functioning of the Community such as the Financial Rules and Regulations and Staff Rules and Regulations which apply to all EAC Organs and Institutions, including the Assembly.

According to Article 51(2) of the Treaty, the Terms and Conditions of service of the Members of the Assembly shall be determined by the Summit on the recommendation of the Council of Ministers.

While Article 49 (2) (b) of the Treaty gives the Assembly the mandate to debate and approve the budget of the Community, the Assembly does not have the powers to make reallocations or exercise control over reallocations done by the other Organs and Institutions of the Community during budget execution.

The above administrative and financial arrangements affect the effective functioning of the Assembly since it cannot determine or review its own administrative structure, appoint and exercise disciplinary control over its staff, determine the welfare and remunerations of its Members and staff, and exercise control over budget execution as is the case in most Parliaments.

At the 33rd Meeting of the Council of Ministers held in March 2016, the Council granted EALA (and the EACJ) financial and administrative autonomy. As at the time of development of this Strategic Plan, the operationalization of the financial and administrative autonomy of the Assembly had not yet been realized.

It is envisaged that by operationalizing the financial and administrative autonomy, the Assembly would be more efficient by:

- (i) becoming a self-accounting Organ;
- (ii) enhancing and managing its procurement function;
- (iii) determining its administrative structure;
- (iv) recommending to the Summit the terms and conditions of service of its Members;
- (v) determining the terms and conditions of service of its staff;
- (vi) adopting its own Staff Rules and Regulations.

3.5 SWOT Analysis

The formulation and development of a Strategic Plan of any organization is informed by, among others, a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. The matrix below presents the Assembly's Strengths, Weaknesses, Opportunities and Threats and the recommended strategic actions.

MATRIX 1: EALA’S SWOT ANALYSIS WITH REGARD TO ITS CAPACITY TO DELIVER ON ITS MANDATE AND STRATEGIC INTERVENTIONS

STRENGTHS

MAJOR IMPLICATION

The Assembly will explore and utilize these strengths in optimizing its efficiency and capacity under this Strategic Plan.

- i. Existence of the Treaty and relevant laws relating to the EALA, which legally empower the Assembly to function properly.
- ii. Powers to legislate for the Community through Bills initiated by the Council of Ministers and Members as per Articles 14(3)(b) and 59 of the Treaty respectively.
- iii. Community laws enacted by EALA take precedence over similar national laws on Treaty matters.
- iv. Mandate to debate and approve the budget of the EAC as per Article 49(2)(b) of the Treaty and Section 4(4) of the EAC Budget Act, 2008.
- v. Mandate to oversee the implementation of the EAC budget, programs and projects.
- vi. Mandate to represent the people of East Africa so as to realign their aspirations with the integration agenda.
- vii. Holding of rotational sittings in the Partner States, public hearings and outreach programs which enhance the Assembly’s access to the public.
- viii. The status of the Ministers of EAC Affairs, Secretary General and the Counsel to the Community as *ex-officio* Members of EALA enhances the Assembly’s partnership and collaboration with the EAC Organs, Institutions and the Partner States.
- ix. Members of the Assembly are drawn from diverse cultural and national backgrounds existing in the 6 Partner States which embraces the ethos of unity in diversity and EAC motto, “One People One Destiny”
- xx. Powers of EALA to, among others, make its own Rules of Procedure for effective execution of its work, establish committees to execute functions of the Assembly, powers of Court to summon and interrogate. Existence of Laws and Policies which promote principles of good governance: rule of law, accountability, transparency among others.

<p>xi. The Administration of the EALA Act, 2012, which inter alia, creates the Commission and empowers the Assembly to become more effective.</p>	<p>xii. The status of the Speaker as a political Head of the Assembly resident at the Headquarters enables him/her provide timely leadership and guidance to the Assembly.</p>
<p>xiii. The hosting of the EALA, EACJ and Secretariat offices in the same complex in Arusha, Tanzania, offers a good opportunity for networking and consultation for effective coordination of EAC Programmes and activities.</p>	<p>xiv. Existence of a team of competent and committed members of staff.</p>
<p>xv. Membership to Regional and International fora which enables the Assembly to enhance its visibility/networking and provides opportunities to benchmark.</p>	<p>xvi. The Assembly will explore and utilize these strengths in optimizing its efficiency and capacity under this Strategic Plan.</p>
<p>xvii. To ensure timely legislation in line with the Rules of Procedure of the Assembly.</p>	<p>xviii. Amendment of the Rules of Procedure of the Assembly to make it mandatory for the Chair Council to present to the House legislative programmes at the beginning of the financial year.</p>
<p>xix. Use the Assembly’s budgeting function to align the EAC Budget with the EAC Development Strategy and Mid-Term Expenditure Framework.</p>	<p>xx. All other necessary actions that will consolidate and optimize the strengths, as well as their benefits to the EALA shall be taken through the Legislative; Representation and Oversight functions.</p>

NECESSARY STRATEGIC INTERVENTIONS

- To ensure timely legislation in line with the Rules of Procedure of the Assembly.
- Amendment of the Rules of Procedure of the Assembly to make it mandatory for the Chair Council to present to the House legislative programmes at the beginning of the financial year.
- Use the Assembly’s budgeting function to align the EAC Budget with the EAC Development Strategy and Mid-Term Expenditure Framework.
- All other necessary actions that will consolidate and optimize the strengths, as well as their benefits to the EALA shall be taken through the Legislative; Representation and Oversight functions.

WEAKNESSES

MAJOR IMPLICATION

These weaknesses will partly inform the necessary strategic action in this Strategic Plan.

- | | |
|---|---|
| <p>i. The delayed implementation of the financial and administrative autonomy of EALA makes it reliant on the Council of Ministers on key policy matters which affects the oversight function of the Assembly over the EAC Executive.</p> | <p>ii. Lack of post legislative scrutiny on the implementation of Community Laws and Resolutions of the Assembly.</p> |
| <p>iii. Inadequate mechanisms for effective engagement with key stakeholders such as the business community, the civil society Organizations, professional Organizations, Employers and Trade Unions.</p> | <p>iv. The current organizational structure of EALA does not provide for the position of the Deputy Speaker which creates work overload to the office of the Speaker.</p> |
| <p>v. Understaffing of the Assembly and a weak organizational structure which does not correspond with the increased workload.</p> | <p>vi. Weak internal control mechanisms such as internal audit, Planning and Monitoring and Evaluation</p> |
| <p>vii. Lack of policies to promote career progression, staff retention and remuneration.</p> | |

NECESSARY STRATEGIC INTERVENTIONS

- The Assembly to sustain advocacy efforts to Council to operationalize the financial and administrative autonomy.
- Continuously engage and urge the Council to review the grading structure to address the distortion identified in v, vi & vii.
- Amend the Rules of Procedure to make it mandatory for the Chair Council to report the status of implementation of the Assembly's Laws and resolutions on annual basis.
- Enhance stakeholder's awareness about Rule 86(1) of the Rules of Procedure of the Assembly which provides for the right of any citizen, natural or legal person to petition the Assembly on any matter that affects him, her or it directly.
- The Assembly should enhance the participation of stakeholders in its outreach programmes, public hearings and rotational sittings.
- Continuously engage the Partner States through the Bureau of EAC Speakers to urge the Summit to amend the Treaty to provide for the position of the Deputy Speaker.

OPPORTUNITIES

MAJOR IMPLICATION

The EALA will utilize these opportunities in optimizing its efficiency and capacity under this Strategic Plan.

- | | |
|---|---|
| <p>i. Evident benefits of EAC integration arising out of the implementation of the Customs Union, Common Market, Monetary Union and Political Federation afford the Assembly a basis to justify the integration agenda in the course of discharging its mandate.</p> | <p>ii. Existence of regional infrastructure projects with positive impact on the people of East Africa.</p> |
| <p>iii. 20th Summit directive to fast track the drafting of a model Constitution for the EAC Political Confederation provides an opportunity for fast-tracking implementation of community programmes and projects, legislation, advocacy which will lay a strong foundation for the Political Federation.</p> | <p>iv. The existence of the Ministries of EAC Affairs enhances the Assembly's partnership and collaboration with the Partner States.</p> |
| <p>v. Existence of Bureau of EAC Speakers which promotes and strengthens the existing positive and productive inter-parliamentary relations with National Assemblies.</p> | <p>vi. The existence and adoption of Kiswaili as a shared language and shared cultures in East Africa, which facilitate EALA's representation function.</p> |
| <p>vii. The existence of a supportive Civil Society and Private Sector to EALA's work.</p> | <p>viii. The expanding membership of the Community presents opportunities for expanded trade, industrialization, markets and investments.</p> |
| <p>ix. The State of the EAC address by the Chair of Summit gives impetus and strategic direction to EALA's work and enhances its visibility.</p> | <p>x. Regular Addresses to EALA by respective Heads of State give impetus and strategic direction to its work.</p> |

xi. Existence of the Tripartite arrangement between EAC, SADC and COMESA enhance the oversight reach of the Assembly and coordinated action with other RECS towards continental integration.

xii. Existence of EAPI whose focus is on capacity building for Members and Staff of the EALA and National Assemblies and other stakeholders.

NECESSARY STRATEGIC INTERVENTIONS

- Institutionalize the annual State of EAC Address by the Chair of Summit by amending the Rules of Procedure of the Assembly to provide for it.
- The Assembly should continuously engage the Ministries of EAC Affairs to explore ways of disseminating reports on the EAC programmes and projects to various stakeholders.
- The Assembly, in collaboration with the National Assemblies to explore modalities to initiate a Bill to establish the Speakers’ Advisory Forum to the EAC.
- Establish and institutionalize the Annual Inter-Parliamentary Relations and stakeholder engagement workshop.
- 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.



EALA Members in consultation. Members of the Assembly are drawn from diverse national and cultural backgrounds which embraces the ethos of unity in diversity at the EAC. Members however collectively legislate for the good of the region.

THREATS

MAJOR IMPLICATION

The EALA will utilize these opportunities in optimizing its efficiency and capacity under this Strategic Plan.

- | | |
|---|---|
| i. Inter-State conflicts and political instability in some Partner States which affect the smooth implementation of the EAC integration agenda. | ii. Weak conflict prevention and resolution mechanism. |
| iii. Apparent resurgence of nationalistic tendencies which threatens Integration agenda. | iv. Inherent fear and mistrust among the EAC Partner States which threatens the sustainability of the Community. |
| v. Limited public awareness of the benefits of EAC integration which affects EALA’s role in spearheading the EAC integration process. | vi. Lack of a sustainable funding mechanism for the EAC programmes and projects affects planning and implementation of EALA activities. |
| vii. Reluctance by the Partner States to amend the Treaty particularly provisions which constraint the effective functioning of EALA. | viii. Preferred use of Protocols over Legislation by Partner States, which affects EALA’s legislative mandate. |
| ix. Delayed assent to Bills enacted by EALA which affects its legislative function. | x. Failure by Council to table the legislative programme before the House to facilitate effective planning and budgeting. |

The Threats envisaged will act as pointers to areas which this Strategic Plan will strive to address.

NECESSARY STRATEGIC INTERVENTIONS

- Continuously engage and urge the Council of Ministers to operationalize the EAC Peace and Security Protocol.
- Encourage and support dialogue and honest decision-making initiatives.
- Develop a comprehensive Communication Strategy.
- Continuously engage and urge the Council of Ministers to develop a sustainable funding mechanism for the EAC.
- Encourage and support efforts towards development of a model Constitution for Political Confederation.
- Amend the Rules of Procedure of the Assembly to make it mandatory for the Chair Council to table before the House the legislative programme at the beginning of each financial year.
- Engage the National Assemblies to urge their respective Governments to harmonize their national laws in the EAC context.
- All necessary actions will be taken to minimize the Threats themselves as well as their major impacts.



A section of the EAC Council of Ministers (first row) with other Members at a Plenary Session in Arusha. The Council who are *ex-officio* Members, are the decision-making body of the Community. The Assembly shall continue to engage with the Council to achieve various strategic interventions.

3.6 Stakeholder Analysis

The EAC integration process is anchored on a “*People-Centered Principle*.” All the Organs and Institutions of the Community work towards the fulfillment of the aspiration of “*One People One Destiny*”. Accordingly, in the execution of its mandate the Assembly has to work with and for a wide range of stakeholder categories. The Matrix below presents the stakeholder analysis including the necessary major strategic actions for enhancing the symbiotic relationships between the Assembly and its various major stakeholders.

MATRIX 2: STAKEHOLDER ANALYSIS

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA’s Strategies for meeting its Stakeholder Expectations
The Summit of Heads of State	<ul style="list-style-type: none"> a) Legislation for the EAC. b) Holding the Council of Ministers and Secretariat accountable. c) Carrying out oversight on EAC programs and projects. d) Representing the interests of the EAC. e) Sensitization of the people on the integration agenda. 	<ul style="list-style-type: none"> a) Sustained political will and support for the integration. b) Giving impetus and direction to the integration process. c) Timely assent to Bills enacted by EALA. d) Delivering the Annual State of the EAC Address. e) Address by the Head of State during rotational sittings of the Assembly. f) Review of terms and conditions of service for Members. g) Giving directives to the EAC Organs and Institutions on matters of the EAC Integration. 	<ul style="list-style-type: none"> a) To institutionalize the annual State of EAC address by the Chairperson of the Summit. b) Effective mechanism of engaging the Summit on matters of EAC Integration. c) Enhance public awareness of the EAC Integration agenda. d) Continuously engage the Summit and Council of Ministers on enhancement of Members’ welfare.
The Council of Ministers	<ul style="list-style-type: none"> a) Timely legislation for the EAC. b) Holding the Organs and Institutions of EAC accountable. c) Carrying out oversight on EAC programmes and projects. d) Representing the interests of people of East African in the integration agenda. e) Timely approval of EAC Budget. 	<ul style="list-style-type: none"> a) Providing policy direction. b) Timely initiation of Bills c) Putting in place a sustainable funding mechanism for the Community. d) Urge the Partner States to ensure timely remittance of funds to the EAC. e) Expedite the finalization of alternative sustainable funding mechanism of the EAC. 	<ul style="list-style-type: none"> a) Reviewing the Rules of procedure to require Council to provide an annual report on the status of implementation of EALA recommendations and resolutions, Protocols and Community laws. b) Ensure that EALA reports are tabled before National Assemblies by the Ministers responsible for EAC Affairs as per Article 65 of the EAC Treaty. c) Continuously engage and urge the Council of Ministers to review the terms and conditions of service of EAC staff.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA's Strategies for meeting its Stakeholder Expectations
		<ul style="list-style-type: none"> f) Expedite the operationalization of the Institutional Review. g) Implementation of protocols and enforcement of laws passed by EALA. h) Operationalization of financial and administrative autonomy of EALA. i) Review of terms and conditions of service for EAC Staff. 	
National Assemblies	<ul style="list-style-type: none"> a) An effective and accountable EALA. b) Enacting regional laws. c) Constructive engagement and consultations on proposed pieces of legislation and other matters of integration as per Article 49(2)(a) of the Treaty. d) Timely transmission of EAC Bills and Reports of the Assembly. e) Support for capacity development through training and outreach activities on EAC matters. 	<ul style="list-style-type: none"> (a) National Assemblies continue to observe the provision of Article 50 (2) (e) of the Treaty requiring the election of EALA Members who have proven experience or interest in consolidating and furthering the aims and objectives of the Community. (b) Structured engagement on Bills through Inter-Parliamentary Liaison Committees. (c) Oversight over Ministries responsible for EAC Affairs. (d) Tabling of EALA Reports submitted to them as per Article 65 (a) of the Treaty. (e) Harmonized reporting frameworks by the National Assemblies on integration related matters to EALA as per Article 65(c) of the Treaty. (f) Good and productive inter-parliamentary relations. 	<ul style="list-style-type: none"> a) Engage and urge National Assemblies to amend their Rules of Procedure to provide for debate of EALA Reports transmitted to them as per Article 65 of the Treaty. b) Structured engagement with National Assemblies to enhance the awareness of the EAC Integration agenda. c) In collaboration with the National Assemblies explore modalities of initiating a Bill to establish the Speakers' Advisory Forum to the EAC.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA's Strategies for meeting its Stakeholder Expectations
Members of the Assembly	<ul style="list-style-type: none"> a) Efficient and effective professional, technical and administrative support services. b) A conducive working environment which includes among others, fully equipped offices, Chamber, Committee rooms, enhanced terms and condition of service and other tools of work. c) Adequate capacity building and enhancement programme. d) Gender responsive policy initiatives. e) Affirmative action for Members with special needs. 	<ul style="list-style-type: none"> a) Timely enactment of high-quality Bills. b) Enhanced quality of debate in the House. c) Carrying out effective oversight and representation. d) High quality Committee reports. e) Allegiance to the EAC and adherence to the Code of Conduct of the Assembly. 	<ul style="list-style-type: none"> a) Building adequate and effective capacity within the Assembly and strengthening internal systems. b) Establishing a breastfeeding and babysitting center to assist lactating mothers during working hours. c) Providing for adequate access facilities to cater for Members with special needs.
Staff of the Assembly	<ul style="list-style-type: none"> a) A conducive working environment. b) Continuous professional development. c) Initiatives and programmes that promote teamwork. d) Enhanced terms and conditions of service. e) A clear career path, development and retention policy. f) Recognition for outstanding performance. 	<ul style="list-style-type: none"> a) Enhanced performance. b) Professionalism. c) Dedication to duty. d) Allegiance to the EAC. e) Timely implementation of EALA's decisions f) Adherence to the EAC Rules and Regulations. g) High standards of personal and ethical conduct. 	<ul style="list-style-type: none"> a) Building adequate and effective capacity within the Assembly and strengthening internal systems. b) Continuously engage and urge the Council of Ministers to review the terms and conditions of staff of the Community.
The EAC Secretariat and other EAC Organs and Institutions	<ul style="list-style-type: none"> a) Timely debate, scrutiny and approval of policies and budget. b) Timely and effective communication on the business of the Assembly. c) Effective and balanced representation of all Organs and Institutions. d) Unrestricted access to the Assembly. 	<ul style="list-style-type: none"> a) Timely and effective implementation of EAC programmes and projects. b) Efficient and effective utilization of resources. c) Efficient and effective feedback reporting mechanism. 	<ul style="list-style-type: none"> a) Strengthening Inter-Organs and Institutions cooperation. b) Adherence to the timelines for the consideration and approval of the EAC Budget as per the Budget Act, 2008 and the EAC Financial Rules and Regulations. c) Timely transmission of EALA Reports and decisions to the Secretariat and other Organs and Institutions of the EAC.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA's Strategies for meeting its Stakeholder Expectations
Citizens of East Africa	<ul style="list-style-type: none"> a) Comprehensive engagement of all groups of citizens in EAC matters. b) High quality legislation that is in accordance with the fundamental and operational principles and objectives of the EAC Integration. c) Carrying out effective oversight on EAC programs and projects. d) Effective representation of peoples' interests. e) Promoting good governance. f) Effective and timely dissemination of information on the benefits of EAC Integration agenda. g) Responsible and efficient utilization of resources. h) Unrestricted access to the Assembly. 	<ul style="list-style-type: none"> a) Participation in the outreach programmes, Public Hearings and other EALA activities. b) Effective feedback mechanisms. c) Taking interest in EAC Integration agenda. 	<ul style="list-style-type: none"> a) Ensure the Strategic Plan of the Assembly meets the aspiration of the people of East Africa. b) Developing a Communication Strategy. c) Strengthening accountability. d) Enhance citizens' awareness about Rule 86(1) of the Rules of Procedure of the Assembly which provides for the right of any citizen, natural or legal person to petition the Assembly on any matter that affects him, her or it directly.
Business Community	<ul style="list-style-type: none"> a) Enactment of Community laws to create a conducive business environment. b) Enhanced oversight role on national measures that impede cross-border trade. c) Enhancement of involvement / engagement of the business community in EALA activities. 	<ul style="list-style-type: none"> a) Participation in the Public Hearings and other EALA activities. b) Effective feedback and reporting mechanisms. c) Championing regional integration through lobbying and advocacy. 	<ul style="list-style-type: none"> a) Strengthening relations/ engagement with the business community. b) Establish and Institutionalize the Annual Inter-Parliamentary Relations and stakeholders' engagement workshop.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA’s Strategies for meeting its Stakeholder Expectations
Civil Society	<ul style="list-style-type: none"> a) Timely enactment of EAC laws. b) Carrying out effective oversight on EAC programs and projects. c) Effective representation of the interests of the people of EAC. d) Active participation in EALA programmes. e) Promoting good governance, democracy and human rights. f) Championing the advocacy for the implementation of the laws of the Community. 	<ul style="list-style-type: none"> a) Participation in Public Hearings and other activities of the Assembly. b) Effective feedback reporting mechanisms. c) Enhanced advocacy for regional integration. d) Holding Partner States, the Assembly and other Organs and Institutions of the Community accountable. 	<ul style="list-style-type: none"> a) Structured methods of engagement with civil society and enhancement of effective information sharing. b) Establish and Institutionalize the Annual Inter-Parliamentary Relations and stakeholders’ engagement workshop.
Media	<ul style="list-style-type: none"> a) Enhancing communication system by the Assembly through conventional and new media (social and online) platform. b) Enhancing the participation of the media in the Assembly’s activities. c) Receiving timely information and briefs on the work of the Assembly. d) Participation of Members of the Assembly in talk shows, interviews, etc. e) Sustaining rotational sittings to enhance the visibility of the Assembly. 	<ul style="list-style-type: none"> a) Responsible, objective constructive and balanced reporting on EAC matters. b) Timely and accurate reporting. c) Enhanced media programmes on EAC integration. d) Holding EALA and other EAC Organs and Institutions accountable. 	<ul style="list-style-type: none"> a) Develop a comprehensive Communication Strategy. b) Strengthen the Public Relations & Communication function. c) Enhance budgetary allocation for media relations, facilitation to cover EALA activities, leverage EALA brand in the EAC. d) Capacity building for media on EALA work.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA's Strategies for meeting its Stakeholder Expectations
Academia and Research think tanks	<ul style="list-style-type: none"> a) Enhancing the involvement/ engagement in the activities of the Assembly. b) Enactment of evidence-based laws. c) Adequate prioritization of activities carried out at the regional level. 	<ul style="list-style-type: none"> a) Carrying out policy research to inform the development of regional integration priority programmes and projects. b) Dissemination of relevant research findings to national and regional policy-makers, including EALA. c) Provision of technical advice to Committees of the Assembly. d) Developing training curricula which contribute to public awareness of the benefits of regional integration. 	<ul style="list-style-type: none"> a) Regularly engage the academia and think tanks in the Assembly's activities. b) Strengthen the research function of the Assembly through partnership with Academia and research think tanks in the region.
African Union and Regional Economic Communities (RECs)	<ul style="list-style-type: none"> a) Championing advocacy for the implementation of AU 2063 Agenda. b) Follow-up on the implementation of African Union programmes and projects. c) Advocacy for enhanced budgetary allocation for AU/ RECs common programmes and projects. d) Strengthening oversight on the implementation of common AU/RECs programmes and projects. 	<ul style="list-style-type: none"> a) Timely dissemination and sharing of information on AU/RECs common programmes and projects. b) Enhancing coordination and sharing of information amongst Regional and Continental Parliaments on AU/ RECs programmes and projects. 	<ul style="list-style-type: none"> a) Engage the AU and Regional Parliaments to explore the possibility of undertaking a joint review of the implementation of common programmes and projects. b) Liaise with National Assemblies to explore modalities of enhancing oversight on and budgetary allocation to AU/RECs programmes and projects. c) Benchmarking and exchange of best practices with other RECs and regional parliamentary bodies.

Stakeholder	Stakeholder Expectations from EALA	EALA expectations from its stakeholder	EALA's Strategies for meeting its Stakeholder Expectations
Development Partners	<ul style="list-style-type: none"> a) Effective and result-oriented execution on EALA's mandate, Vision and Mission. b) Timely development and enactment of relevant EAC Policies and Laws. c) Adherence to good governance and accountability principles. 	<ul style="list-style-type: none"> a) Adequate and sustainable support for the implementation of regional integration and development initiatives. b) Constructive and sustainable partnership. c) High level capacity development support for the Assembly. 	<ul style="list-style-type: none"> a) Good collaboration to achieve joint priorities. b) Strengthening and streamlining accountability systems. c) Support efforts and initiatives geared towards the implementation of the EAC Development Strategy and EALA Strategic Plans. d) Enhance the Assembly's participation in the annual reviews of donor funded programmes and projects of the Community.
Global Partners (UN, Inter-parliamentary bodies and associations)	<ul style="list-style-type: none"> a) Active participation in regional and international meetings. b) Implementation of the resolutions of the meetings of the UN and Inter-Parliamentary bodies and associations. c) In collaboration with National Assemblies follow-up on the implementation of the SDGs. d) Championing advocacy for and promotion of the principles of human rights, good governance, rule of law and accountability. 	<ul style="list-style-type: none"> a) Best global parliamentary practices. b) Enhancement of Members' knowledge and capacity on parliamentary democracy principles. c) Promotion of the principles of good governance, human rights, rule of law, democracy and accountability in the Member States. 	<ul style="list-style-type: none"> a) Continued honoring of EALA membership obligations to the UN and Inter-Parliamentary bodies and associations. b) Continuously engage and urge the EAC Partner States to implement their global commitments. c) Enhance collaboration, information sharing and networking with global partners.

CHAPTER 4

STRATEGIC DIRECTION, OBJECTIVES AND OUTCOMES

This chapter presents the EAC Strategic Direction, EAC Priority Development areas, the EAC Strategic Objectives, the specific interventions and expected outcomes. The chapter is informed by the EAC Vision 2050, the 5th EAC Development Strategy, the Summit directives and Council decisions, key commitments of the EAC and Partner States at the regional, continental and global levels. It is also guided by the situational analysis of the Assembly.

4.1 The EAC Strategic Direction

The 5th EAC Development Strategy articulates the core Strategic Planning Framework for the East African Community. It provides for the Priority Development areas of the Community over the medium term, the Strategic Development Objectives, Development Strategies and the principles that will guide its implementation along the four pillars of the EAC integration process namely: the Customs Union, Common Market, Monetary Union and Political Federation.

The **overall goal** of the 5th EAC Development Strategy (2016/17-2020/21) is: **“to build a firm foundation for transforming the East African Community into a stable, competitive and sustainable lower-middle income region by 2021”** while its overarching theme is: **“accelerating a people-centred and market-driven integration”**.

4.2 EAC Priority Development Areas

The fundamentals of the 5th EAC Development Strategy (2016/17-2020/2021) are largely informed by the imperatives of the EAC Vision 2050 and the core values of the Community, namely: Professionalism, Accountability, Transparency, Team-work, Unity in diversity and Allegiance to the EAC ideals. This vision declares the imperatives to include important declarations such as the need to focus on initiatives that will create gainful employment for the economically active population. The other imperative is the need for building a capable and competitive pool of expertise that benefits the emerging development initiatives in the region.

It is against the above background that the following key Priorities were identified by the EAC for the Plan period (2016/17-2020/21):-

- (i) Consolidation of the Single Customs Territory (SCT) to cover all imports and intra-EAC traded goods, including agricultural and other widely consumed products.
- (ii) Infrastructure development in the region.
- (iii) Enhancing free movement of all factors of production and other areas of cooperation across the Partner States as envisaged under the Common Market and Monetary Union Protocols.
- (iv) Enhancement of regional industrial development through investment in key priority sectors, skills development, technological advancement and innovation to stimulate economic development.

- (v) Improvement of agricultural productivity, value addition and facilitation of movement of agricultural goods to enhance food security in the region.
- (vi) Promotion of regional peace, security and good governance.
- (vii) Institutional transformation at the regional and Partner State levels.

In line with the above priority development areas, the EAC Organs and Institutions are accordingly required to articulate their own set of specific development priorities for the Plan period.

4.3 The EAC Strategic Development Objectives

The following are the EAC Strategic Objectives as outlined in the 5th EAC Development Strategy (2016/17-2020/21):

- (i) accelerating and consolidating sustainable production, productivity, value addition, trade and marketing in key regional growth and productive sectors with emphasis on rural development; agriculture; fisheries; livestock; food and nutrition security; and high value industrialization;
- (ii) investing in enhancement of the stock and quality of multi-dimensional strategic infrastructure and related services, to support and accelerate sustainable regional integration and competitiveness;
- (iii) strengthening the social dimensions of the regional integration process to deliver quality, effective and efficient socioeconomic services-with emphasis on enhancing human capital development; gainful employment and decent work; health status; as well as overall welfare of the people of East Africa;
- (iv) strengthening mechanisms and strategies for ensuring enhanced investment in clean and sustainable energy production and access, as a driver and enabler of economic competitiveness and sustainable regional development;
- (v) increasing investment in Science, Technology and Innovation (STI), as key drivers and enablers of sustainable regional development and socioeconomic transformation, as well as creating an enabling environment for their application;
- (vi) enhancing regional mechanisms and strategies for ensuring sustainable natural resource utilization and conservation, environmental sustainability and climate change management;
- (vii) attaining a fully functioning Customs Union;
- (viii) accelerating the full implementation of the Common Market Protocol, including protection of fair competition;
- (ix) accelerating the full implementation of the EAC Monetary Union;
- (x) accelerating strategies and mechanisms for establishment of the Political Federation, with emphasis on ensuring sustained stability, political commitment, good governance and accountability;
- (xi) developing and strengthening the capacity of all EAC Organs and Institutions to effectively execute their mandates;
- (xii) enhancing knowledge management, information sharing, awareness creation and participation of the East African people in the integration process.

4.4 Strategic Issues for the Assembly

The following are the strategic issues of the planning environment that informs the Strategic Objectives of the Assembly for the period 2019-2024.

4.4.1. Attainment and full implementation of the four pillars of the EAC Integration

Under the Treaty, the Partner States undertook to promote the integration agenda through the implementation of the four pillars: the Customs Union, Common Market, Monetary Union and Political Federation. The implementation of these pillars is a shared mandate of the various Organs and Institutions of the Community. In particular, the Assembly is mandated to initiate and pass Bills for effective implementation of the integration agenda.

The Assembly, in the exercise of its legislative and oversight mandate, will ensure timely enactment of legislation and adherence to the set timelines for the implementation of the programmes and projects of the Community taking into account the voices of the people of East Africa.

The Assembly also needs to put in place a mechanism of regularly reviewing the implementation of Summit directives and Council decisions in respect of the EAC integration agenda. Similarly, EALA should work closely with National Assemblies to facilitate timely legislation and harmonization of the relevant pieces of legislation at national level.

4.4.2 A functionally autonomous Assembly

EALA is the only regional Parliament in Africa with legislative powers. However, the effective discharge of this function has been constrained by lack of administrative and financial autonomy. Whereas in 2016, the Council of Ministers took a decision to grant the Assembly administrative and financial autonomy, this has not yet been realized to date.

The implementation of the Treaty and other laws of the Community places a lot of responsibilities on the Assembly. This legal framework calls for more involvement of Members of the Assembly in the budgeting process, streamlining accountability and promotion of good governance. For the Assembly to effectively discharge its legislative and oversight mandate, it is important to undertake necessary legal and institutional reforms to strengthen its institutional capacity.

4.4.3 Strengthening harmonious working relations with other EAC Organs and Institutions

Article 9 of the Treaty provides for the establishment of Organs and Institutions of the Community. Over the years, more Institutions have been established either through legislation or Protocols. These Organs and Institutions, through their respective mandates are supposed to complement each other in the furtherance of the EAC integration agenda. The effective implementation of the EAC programmes and projects, directives of the Summit, Council decisions and recommendations of the Assembly requires commitment and coordinated action by the different Organs and Institutions.

The Assembly will therefore establish a mechanism that facilitates regular consultations and strengthens harmonious working relations with the Summit, the Council of Ministers, the Court as well as other Organs and Institutions of the Community.

4.4.4 Strengthening partnership and collaboration with National and other regional Parliaments

Article 49 (2) (a) of the Treaty provides that “the Assembly shall liaise with the National Assemblies of the Partner States on matters relating to the Community”. Article 65 of the Treaty further provides for relations between EALA and the National Assemblies of the Partner States whereby it enjoins the Clerk of the Assembly to transmit copies of Bills and records of all relevant debates of the Assembly to the Clerks of National Assemblies. Therefore, in the pursuance of the policy of the Community of popular participation in the EAC integration agenda, it is important that EALA strengthens partnership and collaboration with the National Assemblies of the Partner States.

EALA has been collaborating with parliamentary bodies established by other Regional Economic Communities on the African continent, such as Pan African Parliament (PAP), SADC Parliamentary Forum (SADC-PF) and Economic Community for West African States Parliamentary Forum (ECOWAS-PF). So far, EALA’s engagement with the afore-mentioned regional parliaments has been limited to experience sharing and joint capacity building activities. There is need to strengthen partnership and collaboration with the above regional Parliaments to streamline parliamentary action to ensure effective implementation of various initiatives undertaken at the African Continental level, such as promotion of regional and continental integration, peace and security, good governance and human rights, among others.

4.4.5 Enhancing collaborative engagement with the Private Sector, Civil Society Women organizations, youth and other Stakeholders

According to Article 7 of The Treaty, the EAC integration agenda is anchored in, among others, the principles of market- driven and People-centred cooperation. Further to that, Article 127 of the Treaty provides for the creation of an enabling environment for the Private Sector and the Civil Society to take full advantage of the Community.

During stakeholders’ consultation, representatives from the Private Sector and the Civil Society noted that their participation in the legislative process of the Assembly, creation of public awareness of the EAC integration agenda, promotion of good governance and conducive business environment had been limited.

There is need for the Assembly to establish a mechanism for continuous dialogue with the Private Sector and the Civil Society. Further to that, the Assembly needs to sensitize these stakeholders about the available opportunity provided for under the Rules of Procedure that allows them to present petitions to the Assembly on any matter of their interest.

The Assembly also recognizes and appreciates the critical role that the Development Partners have continued to play in the furtherance of the EAC integration agenda. There is need for the Assembly to establish a strong engagement with the Development Partners to ensure that their funding is directed towards addressing critical needs of the people of East Africa and streamlining the monitoring and evaluation framework for donor funded projects in a bid to enhance accountability.

4.4.6 Strengthening capacity of Members and Staff of the Assembly

By its very nature, parliamentary work covers a wide range of subject matters that range from health to politics, regional integration to diplomacy and budgeting to security, among others. Over the years, it has been noted that Members of the Assembly come from various academic

and professional backgrounds with different levels of experience and skills in legislative business, regional integration and parliamentary diplomacy.

Therefore, it is important that Members of the Assembly get exposed to parliamentary rules of procedure, the role of a regional parliament, the EAC integration agenda and EALA relations with National Assemblies. Such knowledge and skills can be systematically imparted through induction and customized capacity enhancement programmes. Similarly, members of staff need to undergo regular professional development training to enhance their capacity to acquire requisite skills needed to meet the demands of the dynamic parliament.

4.4.7 Establishing an effective Monitoring and Evaluation Framework

Since its inauguration in 2001, the Assembly has made significant strides in the furtherance of the EAC integration agenda through Legislation, Oversight and Representation. However, it has been observed that there is no established framework through which EALA can receive feedback from the Council of Ministers, the EAC Secretariat, Partner States and other Organs and Institutions of the Community on the implementation of Community laws and recommendations of the Assembly. There is need to establish a framework that will enable the Assembly to monitor and assess the implementation of the programmes and activities outlined in this Strategic Plan as well as the status of implementation of the recommendations of the Assembly by the other Organs and Institutions of the Community.

4.4.8 Enhancing EALA's corporate image

By the end of the Plan period, the Assembly will have been in existence for twenty-three years. While improved performance has an impact on the image of the Assembly, it is important that the EALA engages the public and other stakeholders through initiatives such as public awareness campaigns, outreach programmes and rotational sittings to enhance its relevance to the needs and aspirations of the people of East Africa.

4.4.9 Championing advocacy for the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030

The EAC as one of the RECs is a building block to the African Union integration agenda. The Assembly subscribes to the AU Agenda 2063 which articulates the aspirations for “*the Africa We Want*”. The AU Agenda 2063 calls for commitment of Africans to work together towards achieving the following aspirations:

- a) a prosperous Africa based on inclusive growth and sustainable development;
- b) an integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- c) an Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- d) a peaceful and secure Africa;
- e) an African continent with a strong cultural identity, common heritage, values and ethics;
- f) an African continent where development is people-driven, unleashing the potential of its women and youth; and
- g) an African continent which is a strong, united and influential global player and partner.

The Assembly embraces and supports the above agenda and will establish partnerships with National and other regional Parliaments to ensure its effective implementation. Similar strategic partnerships should be established in relation to the progressive implementation of the UN Sustainable Development Goals 2030.

4.4.10 Establishment and operationalization of EAPI

The Assembly passed the East African Parliamentary Institute Bill (EAPI) 2011 and was assented to by all the Heads of State in 2012. The EAPI Act, 2012 came into force on 1st October, 2017 following the gazetted notice on its commencement by the Council of Ministers. The EAPI was further officially launched by EAC Speakers on 1st March, 2019 in Nairobi, Kenya and is currently hosted on interim basis by the Centre for Parliamentary Studies (CPST)/Parliament of Kenya. The EAPI seeks to be a one-stop-shop for training on parliamentary practices and procedures for Members and staff of parliaments, among other stakeholders. EAPI will harmonize training and help build the requisite capacity to deal with the emerging issues at the regional level. However, a lot still needs to be done for EAPI to become fully operational and to realize its objectives for the benefit of EALA, national Assemblies and other stakeholders in the region and beyond. The EALA will spare no efforts to support EAPI in this endeavor.

4.5 Strategic Objectives and Specific Interventions

Arising from the above Strategic issues, the following are the Strategic Objectives and Specific Interventions that the Assembly will pursue to achieve the desired outcomes. The Assembly will apply these Interventions while taking into consideration its Strengths, Weaknesses, Opportunities and Threats.

4.5.1 Strategic Objective 1: To facilitate the implementation of the four pillars of the EAC integration agenda

PILLAR I: Customs Union

Expected outcomes

- i. A fully integrated Republic of South Sudan in the EAC Customs Union.
- ii. Fully functioning Customs Union.

Specific Interventions

- i. Enactment of the relevant regional laws to consolidate and attain a fully functioning Customs Union, such as the amendment of the East African Community Customs Management Act, 2004, the East African Community Elimination of Non-Tariff Barriers Act, 2015, the Lake Victoria Transport Act, 2007, and the enactment of the EAC Sanitary and Phytosanitary Bill, the EAC Motor Vehicle Registration and Licensing Bill, the EAC Railway (Safety, interoperability, Access Charges and Management) Bill, and the Standardization, Accreditation and Capacity Assessment (SACA) and Metrology Bill.
- ii. Establishing a feedback mechanism with the Directorate of Customs and Trade on issues of non-compliance with the Customs Union Protocol and related laws.
- iii. Conducting on-spot assessment on the level of implementation of Partner States' commitments in respect to the Customs Union.

- iv. Advocate for expeditious integration of the Republic of South Sudan Customs administration into the EAC Customs Union.

PILLAR II: Common Market

Expected Outcomes

- i. A fully integrated Republic of South Sudan in the EAC Common Market.
- ii. Fully functioning Common Market.

Specific Interventions

- i. Enactment of the relevant laws to facilitate free movement labour, goods, services, capital, the right of residence and the right of establishment such as the amendment of the EAC Competition Act, 2006, the IUCEA Act 2009, the East African Civil Aviation Safety and Security Oversight Agency Act, 2009 and the enactment of the EAC Public-Private Partnership (PPP) Bill, the EAC e-business registry Bill, the EAC Regional Sexual and Reproductive Health Bill, the EAC Climate Change Bill, and the EAC Development Fund Bill.
- ii. Conducting on-spot assessments to ensure that Partner States comply with the Common Market Protocol and related Summit directives and Council decisions.
- iii. Constant engagement with the Council of Ministers and National Assemblies to ensure the harmonization of national laws and policies of Partner States to conform to the Common Market Protocol.
- iv. Enhancement of private sector participation in the EAC Integration process.
- v. Public awareness creation about the EAC laws and protocols.
- vi. Advocate for expeditious integration of the Republic of South Sudan into the EAC Common Market.

PILLAR iii: Monetary Union

Expected outcome

All the Institutions that support the operationalization of the Monetary Union are established.

Specific Interventions

- i. Enactment of the relevant laws for the establishment of the Monetary Union such as the Bill for the establishment of *EAC Surveillance, Compliance and Enforcement Commission and the Bill for the establishment of EAC Financial Services Commission*.
- ii. Advocate for the expeditious assent to the EAC Statistics Bureau, 2018 and the operationalization of the EAMI Act, 2018.

PILLAR IV: Political Federation

Expected outcomes

- i. Good governance enhanced in the region.
- ii. Relevant legal instruments for the establishment of the Political Confederation (as a transitional phase to the Federation) adopted.

Specific Interventions

- i. Enactment and operationalization of the EAC Integrity and Anti-Corruption Bill.
- ii. Advocate for speedy conclusion of the process of drafting the model Constitution for Political

Confederation as a transitional stage to Political Federation.

- iii. Engage Council to provide a budget line for the finalization of the Constitution for the Political Confederation.

4.5.2 Strategic Objective 2: To operationalize and consolidate the financial and administrative autonomy of the East African Legislative Assembly

Expected outcome

A functionally autonomous, dynamic and efficient Assembly.

Specific Interventions

- i. Engage the Council of Ministers to operationalize aspects of the administrative and financial autonomy that do not require amendment of the Treaty.
- ii. Engage the Summit and the Council of Ministers for the amendment of the Treaty to provide for the full administrative and financial autonomy of the Assembly.
- iii. Amend the Administration of EALA Act, 2012 to make the Autonomy of the Assembly comprehensive.
- iv. Review and adopt an organizational structure for the Assembly aligned to its extended workload and functions.
- v. Engage the Council to expedite recruitment of existing vacant positions.
- vi. Develop a comprehensive resource mobilization strategy.
- vii. Establish a framework that facilitates the EAC Partner States to directly remit their contributions to the EALA.

4.5.3 Strategic Objective 3: To strengthen harmonious working relations with other EAC Organs and Institutions in the furtherance of the Integration Agenda

Expected Outcomes

- i. Improved and coordinated working relations with other EAC Organs and Institutions.
- ii. Strengthened accountability among the EAC Organs and Institutions.
- iii. Enhanced implementation of Assembly 's decisions and recommendations by other Organs and Institutions of the Community.

Specific Interventions

- i. Advocate for continuous participation in Inter-Organ and Institutions' meetings.
- ii. Institutionalize the Annual State of the EAC Address by the Chair Summit.
- iii. Amend the Rules of Procedure of the Assembly to provide for the Annual State of the EAC Address.
- iv. Establish an effective mechanism to engage the Summit on matters of EAC Integration.
- v. Harmonize calendar of activities for effective participation in the relevant EAC meetings and other activities by Members of the Assembly.
- vi. Amend the Rules of Procedure of the Assembly to make it mandatory for the Chair of Council to present to the House a legislative programme at the beginning of the financial year.
- vii. Create mechanisms for timely information sharing among EAC Organs and Institutions.

- viii. Conduct comprehensive oversight on the implementation of the EAC Programmes and projects to ensure value for money.
- ix. Review the Rules of Procedure of the Assembly to provide for an annual report by the Council on the status of implementation of EALA's recommendations and resolutions.

4.5.4 Strategic Objective 4: To strengthen partnership and collaboration with National and other Regional Parliaments

Expected Outcomes

- i. Enhanced linkages with National Assemblies and other Regional Parliaments.
- ii. Enhanced visibility of the work of the Assembly in Partner States and at the Continental level.

Strategic Interventions

- i. Initiate in collaboration with the National Assemblies a Bill to establish the Speakers' Advisory Forum to the EAC.
- ii. Organize and ensure regular participation in Inter-Parliamentary Relations Seminars and Inter-Parliamentary Games.
- iii. Advocate, through the Bureau of EAC Speakers, for the amendment of the Rules of procedure of the National Assemblies to provide for debate of reports of EALA on matters relating to EAC integration.
- iv. Strengthen working relations with National Assemblies on the oversight of the implementation of EAC Protocols and laws.
- v. Strengthen the cooperation of the Inter-Parliamentary Liaison Committees.
- vi. Enhance networking of EALA staff with those of National Assemblies.
- vii. Maintain the principle of rotational sittings.
- viii. Organize regular joint activities with other regional Parliaments such as seminars, exchange visits to advance regional integration in Africa.

4.5.5 Strategic Objective 5: To enhance EALA's collaborative engagement with the Private Sector, Civil Society, Women organizations, youth and other Stakeholders

Expected Outcomes

- i. Enhanced participation of the Private Sector, Civil Society, women organizations, youth and other stakeholders in discharging the mandate of the Assembly.
- ii. Enhanced public awareness about the EAC integration agenda.
- iii. Improved business environment for the private sector.
- iv. Enhanced accountability, good governance and Development Partners' confidence in the EAC.

Specific Interventions

- i. Establish and institutionalize a mechanism for regular dialogue with the Private Sector, Civil Society, women organizations, youth and other stakeholders.
- ii. Sensitize the Private Sector, Civil Society Organizations and other stakeholders about their right to petition the Assembly on any matters of their interest relating to EAC integration as

provided for by the Rules of Procedure of the Assembly.

- iii. Ensure that all policies that drive EAC projects and programmes are gender responsive.
- iv. Enhance advocacy for the Community to address specific challenges affecting the youth such as unemployment, human trafficking, drugs and substance abuse, recruitment in terrorism and other criminal activities.
- v. Streamline the monitoring and evaluation framework for donor funded projects.
- vi. Adequate allocation of resources to critical priority needs of the people of East Africa.
- vii. Enhance the participation of stakeholders in the outreach programmes and public hearings.
- viii. Strengthened technical and financial support to the Assembly.
- ix. Engage the Ministries of EAC Affairs to disseminate reports on the EAC Programmes and Projects to various stakeholders.

4.5.6 Strategic Objective 6: To enhance the capacity of Members and Staff to strengthen the performance of the Assembly

Expected Outcomes

- i. Improved quality of legislation and oversight role of the Assembly.
- ii. Enhanced capacity of Members to introduce Bills, Motions, Petitions and scrutinize budget and Audited Financial Statements of the Community.

Specific Interventions

- i. Develop tailor-made capacity enhancement programmes for Members and Staff of the Assembly.
- ii. Conduct induction of Members on the Rules of Procedure of the Assembly at the commencement of each new Assembly.
- iii. Strengthen capacity of Members to introduce Bills, Motions, Petitions and scrutinize budget and Audited Financial Statements of the Community.
- iv. Facilitate access of Committees to professional expertise.
- v. Strengthen the functional relationship with the EAPI.
- vi. Strengthen Parliamentary staff networks and staff exchange programmes with national Assemblies and regional Parliaments.

4.5.7 Strategic Objective 7: To promote, protect and defend human rights, democracy, peace and security in the Community

Expected Outcomes

- i. A democratic culture enhanced.
- ii. Peace and security enhanced in the Community.
- iii. Adherence to international human rights standards enhanced.

Specific Interventions

- i. Promote and support the enhancement of Election Observation Missions in the Partner States.

- ii. Reinforce Partner States’ commitment to the observance of international agreements on human and peoples’ rights.
- iii. Promote and support peace and security initiatives in the region.
- iv. Develop strategic co-operation with the AU Organs, regional Parliaments, civil society organizations, trade unions.
- v. Expedite the operationalization of a monitoring mechanism with regard to peace and security protocols.
- vi. Advocate for the strengthening of the African Peace and Security Architecture (APSA) in the EAC.

4.5.8 Strategic Objective 8: To establish a strong performance monitoring and evaluation framework for the EALA

Expected Outcomes

- i. A comprehensive, strong and effective Monitoring and Evaluation framework for the EALA in place and operational.
- ii. Enhanced implementation of EALA’s activities and EAC programs and projects.

Specific Interventions

- i. Establish an EALA Monitoring and Evaluation (M&E) framework.
- ii. Strengthen technical capacity of EALA and National Assemblies to monitor the implementation of EAC projects and programmes.
- iii. Mobilize financial support to operationalize the EALA M&E Framework.
- iv. Work in collaboration with EAC Organs and Institutions to operationalize the M&E Framework.
- v. Undertake timely corrective measures on EALA activities and oversight on EAC programmes and projects.

4.5.9 Strategic Objective 9: To enhance the corporate image of EALA

Expected Outcomes

- i. Improved public image of the Assembly.
- ii. Enhanced visibility of the Assembly.

Strategic Interventions

- i. Develop an effective Corporate Communication Strategy for promotion, visibility and re-branding the Assembly.
- ii. Strengthen the capacity of the Public Relations Office to promote the work of the Assembly in an innovative way.
- iii. Establish and maintain a structured partnership with the media and other stakeholders.
- iv. Enhance budgetary allocation for media relations, facilitation to cover EALA activities and leverage EALA brand in the EAC.
- v. Hold rotational sittings of the Assembly in the Capitals and outside the Capitals of the Partner States.

- vi. Undertake Corporate Social Responsibility activities during rotational sittings and Committee Sessions in the Partner States.
- vii. Enhance sensitization and outreach programmes.
- viii. Enforce the Code of Conduct for Members.
- ix. Conduct capacity building to the media on EALA’s mandate.

4.5.10 Strategic Objective 10: To facilitate the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030

Expected Outcomes

- i. The First Ten Year Implementation Plan (FTYIP) of AU Agenda 2063 implemented by all EAC Partner States.
- ii. The UN SDGs 2030 progressively implemented by all the Partner States.

Specific Interventions

- i. Advocate for the implementation of the AU Agenda 2063 and the UN SDGs 2030 by the Partner States.
- ii. Liaise with National Assemblies and other Regional Parliaments to organize joint review of the implementation performance of AU Agenda 2063 and UN SDGs 2030.
- iii. Engage relevant EAC Organs and Institutions to integrate the AU Agenda 2063 and the UN SDGs 2030 into EAC programmes and projects and monitor their implementation.
- iv. Urge the EAC Secretariat to mobilize resources for the implementation of the AU Agenda 2063 and the UN SDGs 2030.
- v. Promote accession, ratification and domestication of AU legal instruments relating to regional integration matters and good governance.

4.5.11 Strategic Objective 11: To support and strengthen the East African Parliamentary Institute (EAPI)

Expected Outcomes

- i. A fully functional East African Parliamentary Institute (EAPI) in place.
- ii. Enhanced capacity and performance of EAC Members, staff of Parliaments and other stakeholders attributed to EAPI.

Strategic Interventions

- i. Continuously engage the Council of Ministers to expedite the full operationalization of the EAPI.
- ii. Continuously engage the National Assemblies to mobilize resources to fund EAPI.
- iii. Empower EAPI to develop and offer high quality and competitive capacity building programmes.
- iv. Enhance the role of EAPI in providing capacity building programmes to EALA, National Assemblies, local/county legislative bodies and other stakeholders.
- v. Promote and market the EAPI within the region and beyond for its sustainability.

CHAPTER 5

RESOURCE MOBILISATION AND RISK MANAGEMENT



The EAC Budget is funded in equal contribution by the Partner States. In the current funding period, the Assembly shall vigorously engage the Council of Ministers to establish an alternative Sustainable Financing Mechanism to avail sufficient resources for the EAC.

5.1 Resource Mobilization

Resources are critical in the implementation of this Plan. It is important to mobilize adequate resources to enable the successful realization of the stated objectives. The term resource in the context of Strategic Planning, implies both human and financial resources. Appropriate allocation of these resources will enable the successful implementation of the Strategic Plan.

According to Article 132 (4) of the Treaty, the budget of the Community is funded by equal contributions by the Partner States and receipts from regional and international donations, as well as any other sources as may be determined by the Council. The function of mobilizing resources for implementation of the EAC projects is vested mainly in the EAC Secretariat as stated under Article 71 (1) (i) of the Treaty.

It is important to note that by the mandate bestowed upon the Assembly, the funding of its activities ought to be by Partner States to maintain its independence. Funds from Development Partners should be for projects only, not for its core functions of Legislation, Oversight and Representation. It is expected that the Partner States will continue to finance the operations of the Assembly to enable it to fully discharge its mandate.

The operationalization of the Financial and Administrative autonomy will enable the Assembly to among other things, establish its own resource mobilization office which will strengthen its mandate.

5.2 Financial trends and projected resource requirements

Since the inception of EALA, the trend of resource allocation though incremental, remains insufficient to fund all its planned activities. This is partly due to the zero (budgetary) incremental policy that the Council of Ministers has over the years implemented for all EAC Organs and Institutions.

As a means of coping with the situation, the Assembly has in the past relied on Development Partners to support some of its unfunded activities. However, since the FY 2016/17, funds from Development Partners have decreased significantly.

Against the above background, the Assembly should vigorously engage the Council of Ministers to establish an alternative Sustainable Financing Mechanism to avail sufficient resources for the EAC.

**Table 1. Funding Trends for the Assembly for the Financial Years:
2001 - 2020 (USD)**

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%
Year 2013/14	13,089,982	133,349,402	9.82%
Year 2014/15	15,489,836	124,069,625	12.48%
Year 2015/16	15,506,246	110,660,098	14.01%
Year 2016/17	16,034,324	101,374,589	15.82%
Year 2017/18	17,996,959	110,130,183	16.34%
Year 2018/19	21,138,783	111,933,303	18.89%
Year 2019/2020	18,973,845	111,450,529	17.02%
Cumulative Total	188,668,331	1,338,101,638	14.01%

Source: EALA, Office of the Clerk

Table.2 Projected required resources (USD) for the implementation of the Strategic Plan 2019 - 2024

Financial Year	2019/20	2020/21	2021/22	2022/23	2023/24
Projected Resources as per the EAC MTEF	18,973,845	19,922,537	20,918,663	21,964,596	23,062,825

Source: EALA, Office of the Clerk

The Assembly carries out its activities mainly through its Standing Committees. Due to limited resources allocated to EALA, the Committees have been constrained to limit their activities to few days in each financial year which affects the quality of work.

During the Plan period, the Assembly is expected to fill in the existing vacant and newly created positions by the Council of Ministers. The Assembly will need additional resources to facilitate recruitment and settlement of new staff.

There is also probability of increased membership of the Assembly during the Plan period if the Republic of Somalia and Democratic Republic of Congo are admitted to the EAC.

The EAC Mid Term Expenditure Framework (MTEF) factors in an annual budget increment of 5% which is insufficient to implement this Strategic Plan. This calls for mobilization of resources from Development Partners and other Stakeholders.

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

- i. putting in place a highly focused and efficient sub-committee for resource mobilization;
- ii. enhancing linkages with other Parliaments;
- iii. advocating for the full accounting function of EALA;
- iv. disseminating the Strategic Plan to potential Development Partners;
- v. marketing the Strategic Plan to the corporate world through different means.

5.3 Risk Analysis and Management Strategies

There are a number of foreseen risks to the implementation of the Strategic Plan. These risks need to be anticipated, managed and mitigated in a timely manner to ensure a smooth implementation of the Plan. A risk analysis of potential problems is therefore necessary to prevent, address or minimize their possible impact.

The matrix below gives the list of risks to which EALA Strategic Plan is likely be exposed to and the possible measures to mitigate them.

Matrix 3: RISK ANALYSIS AND MANAGEMENT

SN	RISK FACTOR	LEVEL	RISK MANAGEMENT STRATEGIES
1	Political instability and conflict in the region.	High	<ul style="list-style-type: none"> a) Advocate for adherence to the principles of good governance, democracy, rule of law and respect for human rights. b) Support the institutionalization and operationalization of regional conflict prevention and resolution Mechanisms. c) Harmonize the implementation of the principles of free and fair elections. d) Participate in election monitoring and good will missions. e) Urge the Council of Ministers to fast-track the finalization of the Protocol/Bill on Good Governance and the conclusion of the protocol on foreign policy coordination.
2.	Difficult political choices in respect of sovereignty sensitive issues at the Community level.	High	Undertake careful study and agreement on the scope and mode of political integration.
3.	Unmatched expectations of the people of East Africa on the impact of regional integration on their livelihood.	High	<ul style="list-style-type: none"> a) Urge the Partner States to carry out mobilization and sensitization through the establishment of a comprehensive Communication Strategy that will keep all stakeholders informed about the progress, benefits and challenges of the regional integration project. b) Prioritize implementation of common programmes and projects which impact the livelihood of people of East Africa.
4	Partisan EALA Members and Staff.	Medium	<ul style="list-style-type: none"> a) Conduct continuous training and sensitization to promote East Africanness. b) Compliance with EALA Code of Conduct for Members. c) Compliance with EALA Rules of Procedure by EALA Members. d) Observe the Oath of Allegiance to the Community by Members and Staff. e) Compliance with the EAC Staff Rules of Regulations by staff. f) Apply the provisions of the EAC Treaty requiring staff not to take and implement instructions from their respective Partner States.

SN	RISK FACTOR	LEVEL	RISK MANAGEMENT STRATEGIES
5.	Unsustainable financing mechanism for the Community.	High	a) Engage with Council and Summit to establish an effective and sustainable financing mechanism. b) Establish a Resource Mobilization Unit at the Assembly. c) Request the Summit to appoint a Champion Head of State to address the issue of alternative sustainable financing mechanism.
6.	Delays or non-remittance of funds.	Medium	a) Engage the Council to urge Partner States to adhere to their commitment to remit their contributions on time. b) Apprise the Chair and Members of the Summit on delays in remittance of funds during the State of EAC Address and special Sitzings of the Assembly respectively.
7	Misconception on the operationalization of the Assembly's Administrative and Financial Autonomy by the Council and the EAC Secretariat.	High	a) Continuously engage the Council and Summit on the operationalization of Administrative and Financial Autonomy of EALA. b) Seek advisory opinion from the East African Court of Justice on the operationalization of the EALA's Administrative and Financial Autonomy.
8	Political leadership may get impatient with delays in achieving planned regional integration activities and press for unrealistic paces in implementation of pillars of integration.	Low	a) Implement the four Pillars of Integration progressively informed by evidence-based assessment of achievements under each pillar. b) Ride on existing political good will by the political leadership to realize the implementation of the EAC Integration agenda.
9.	Shortage of human resources.	High	Engage the Council to allow for urgent recruitment of staff to fill-in the vacant and newly created positions.
10.	Weak implementation of the EAC Policy on quota system.	Medium	Engage the Council of Ministers to re-examine the quota system and adopt a more robust recruitment policy that takes into consideration of all interests.
11.	Resistance to change. EALA Strategic Plan is essentially about institutional and organizational change in its working methods and behavior of people.	High	Institutionalize a comprehensive Organizational Management Change Strategy.

CHAPTER 6

IMPLEMENTATION FRAMEWORK



An EALA Committee during a meeting in Arusha. The Standing Committees are an integral part of the work of the Assembly, scrutinizing bills and undertaking oversight on implementation of the EAC projects and programmes

This chapter covers the implementation of the Strategic Plan (2019-2024). It indicates the actions that need to be taken, the timelines within which the actions need to be taken in order to achieve the objectives, and those responsible for undertaking necessary actions.

6.1 Implementation Structure

The EALA Commission, the Chairpersons of Standing Committees, the Standing Committees and the Office of the Clerk are charged with the responsibility of implementing the Strategic Plan.

6.1.1 The EALA Commission

The overall responsibility for the implementation of this Strategic Plan lies with the Commission. The Commission is the apex body for strategic and policy direction of the Assembly. It is charged with the management and organization of the affairs of the Assembly. Specifically, the Commission shall:

- a) ensure that the EALA Strategic Plan is in tandem with the overall EAC Development Strategy;
- b) approve a sequencing order for the implementation of the EALA priorities identified in the Strategic Plan;
- c) approve the EALA Budget and Annual Calendar of activities for Plenary and Committees;
- d) perform mid-term and annual reviews of the Strategic Plan and give further guidance for its implementation.

6.1.2 Chairpersons of Standing Committees

In accordance with Rule 60 of the Rules of Procedure of the Assembly, the Commission in collaboration with Chairpersons of Standing Committees are required to draw up the annual programme of the Assembly. Similarly, the Commission in collaboration with the Chairpersons of Standing Committees may revise the programme at the beginning of the second half of the financial year.

6.1.3 Standing Committees

The Standing Committees are an important and integral part of the work of the Assembly. They investigate issues and scrutinize Bills in detail to enable the Assembly make informed decisions. The Committees therefore play a critical role in bringing the Assembly closer to the people and in so doing provide an opportunity to solicit for diverse opinions. The Standing Committees also undertake oversight of the implementation of EAC programmes and projects to ensure the integration process is on course.

6.1.4 Office of the Clerk

The overall function of the Office of the Clerk is to provide the necessary technical, procedural, advisory and administrative support services to the Assembly to ensure that it effectively discharges its mandate. The Office of the Clerk is responsible for overall planning, coordination of the day-to-day activities and management of the resources mobilized for the implementation of the Strategic Plan.

The Office of the Clerk will undertake the following, among others:

- a) draft annual work plans for Committees and Plenary for approval by the Commission;
- b) plan, coordinate and deploy technical assistance to the activities of the Commission, Committees and departments of the Assembly;
- c) prepare periodic reports to the Commission on the status of the implementation of the Strategic Plan;
- d) Liaise with EAC Organs and Institutions and other stakeholders on matters related to the implementation of the EALA Strategic Plan.

Matrix 4 (Appendix 1) summarizes the comprehensive planning and Implementation of the Strategic Plan 2019-2024.

CHAPTER 7**MONITORING AND EVALUATION FRAMEWORK**

Monitoring and Evaluation (M&E) is a key component of the implementation of any Strategic Plan. This will require a strong, comprehensive and reliable M&E system to ensure smooth implementation of the Plan. The Commission shall continue to take a lead role in ensuring regular evaluation of the Plan is undertaken.

The performance of the implementation of the Strategic Plan will be subjected to the following monitoring and evaluation reviews:

- a) quarterly reports of all departments compiled by the Clerk and submitted to the Commission;
- b) bi-annual reports of Committees submitted to the Office of the Clerk for compilation and onward transmission to the Commission for consideration by the Assembly;
- c) mid-term review of the Plan to ensure implementation is on course;
- d) evaluation of the Plan at the end of the implementation period to determine the extent to which its objectives were realized and the challenges encountered.

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

- a) Identifying areas of poor performance and the underlying factors, with a view to improving performance.
- b) Identifying areas of exceptional good performance, with a view to documenting and replicating them.
- c) 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.

EALA PICTORIAL 



1 ▶

H.E. Dr John Pombe Magufuli, President of the United Republic of Tanzania, shakes hands with EALA Speaker, Rt Hon Ngoga K. Martin at the commencement of a Special Sitting of the Assembly. EAC Heads of State frequently address the House to give impetus and direction. Members of the Summit of EAC Heads of State have continuously offered audience to Speaker to brief them on any matter pertaining the operations of the Assembly and the EAC integration agenda.

EALA Senior Public Relations Officer, Bobi Odiko (standing), engages with students from Strathmore University Law School. The Assembly has enhanced its outreach programme with various stakeholders.



2 ▶

Staff Members from the East African Civil Society Organization Forum closely follow EALA Proceedings. One of the key strategic objectives of the EALA is to enhance EALA's collaborative engagement with the private sector, civil society, women organizations, youth and other stakeholders.



3 ▶

EALA Members during an oversight activity in Burundi. The Strategic Plan envisages stronger oversight and coordination mandate of the Assembly.



4 ▶

The annual Inter-Parliamentary Games organized by EALA as part of the Assembly's desire to strengthen collaboration and linkages with National Assemblies in the Partner States.



5 ▶

APPENDIX 1
MATRIX 4: COMPREHENSIVE PLANNING AND IMPLEMENTATION MATRIX
EALA’S STRATEGIC PLAN (2019 – 2024): COMPREHENSIVE PLANNING AND IMPLEMENTATION MATRIX: OVERALL GOAL; OVERARCHING THEME; STRATEGIC ISSUES; STRATEGIC OBJECTIVES & EXPECTED OUTCOMES

Overall Goal: Strengthen and enhance the mandate of the East African Legislative Assembly.						
Overarching Theme: <i>“Timely Legislation, Oversight and Representation by a strong and vibrant Assembly in order to effectively contribute to accelerating a people-centred and market driven integration.”</i>						
NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1: Attainment and full implementation of the four pillars of the EAC integration						
Strategic Objective 1: To facilitate the implementation of the four pillars of the EAC Integration Agenda						
Outcome 1.1 A fully integrated Republic of South Sudan in the EAC Customs Union.	The Customs administration of the Republic of South Sudan integrated into the EAC Customs Union by 2021.	<ul style="list-style-type: none"> Number and scope of EAC Customs instruments, systems, procedures and standards applied. Number of South Sudan Customs administration staff trained in management of EAC instruments, procedures and standards. 	<ul style="list-style-type: none"> Progress Oversight reports on integration of Republic of South Sudan. 	2019 - 2022	The EALA Commission assisted by the Clerk.	The Office of the Clerk to ensure that Legislators are provided with adequate and timely technical support in pursuit of this outcome.

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1: Attainment and full implementation of the four pillars of the EAC Integration Agenda						
Strategic Objective 1: To facilitate the implementation of the four pillars of the EAC Integration Agenda						
Outcome 1.2 Fully functioning Customs Union.	<ul style="list-style-type: none"> Amendment of the EAC Customs Management Act, 2004, the EAC Elimination of Non-Tariff Barriers Act, 2015, the Lake Victoria Transport Act, 2007, and the enactment of the EAC Sanitary and Phytosanitary Bill, the EAC Motor Vehicle Registration and Licensing Bill, the EAC Railway (Safety, interoperability, Access charges and Management) Bill, and the Standardization, Accreditation and Capacity Assessment (SACA) and Metrology Bill to consolidate and attain a fully functioning Customs Union by 2022. A feedback mechanism with the EAC Directorate of Customs and Trade and Partner States on issues of compliance/non-compliance with the Customs Union Protocol and related Laws established. 	<ul style="list-style-type: none"> Number of Acts amended. Number of Bills enacted. 	<ul style="list-style-type: none"> Copies of amended Acts enacted. Copies of Bills enacted. Hansard records. Reports of Public Hearings. 	2019 – 2023	EALA Commission, EALA Committees, EAC Organs, Institutions, MEACA, Partner States.	
Outcome 1.3 A fully integrated Republic of South Sudan in the EAC Common Market.	<ul style="list-style-type: none"> The Republic of South Sudan integrated into the EAC Common Market by 2024. 	<ul style="list-style-type: none"> Partner States' compliance with the EAC Customs Union Protocol and related Laws. Number and scope of EAC Common Market instruments, systems, procedures and standards applied. Number of South Sudan staff trained in management of EAC Common Market processes. 	<ul style="list-style-type: none"> Progress report on the Oversight on Partner State compliance with the EAC Customs Union Protocol and related Laws. Progress Oversight reports on integration of Republic of South Sudan. 	2019 - 2023	EALA Commission, EALA Committees, EAC Organs, Institutions, MEACA, Partner States.	Successful pursuit of this outcome requires optimum support of the EAC Secretariat and the Republic of South Sudan.

NARRATIVE SUMMARY <i>(Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)</i>	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1: Attainment and full implementation of the four pillars of the EAC Integration Agenda						
Strategic Objective 1: To facilitate the implementation of the four pillars of the EAC Integration Agenda						
Outcome 1.4	<ul style="list-style-type: none"> Laws to facilitate the function of the Common Market enacted/amended. 	<ul style="list-style-type: none"> Number of Bills enacted/amended. 	<ul style="list-style-type: none"> Copies of the amended Bills enacted. Copies of enacted Bills. Public Hearings conducted. 	2019 - 2024	EALA Commission. EALA Committees. The Office of the Clerk. EAC Organs & Institutions, MEACA, Partner States.	
A fully functioning Common Market.	<ul style="list-style-type: none"> National Laws and Policies pertaining to the EAC Common Market Protocol harmonized. 	<ul style="list-style-type: none"> Number of National Laws and Policies harmonized. 	<ul style="list-style-type: none"> Progress Oversight reports on the harmonization of National Laws and Policies. 			
Outcome 1.5	Laws on the operationalization of the Monetary Union enacted.	<ul style="list-style-type: none"> Number of Bills on the operationalization of the Monetary Union enacted. 	<ul style="list-style-type: none"> Copies of the Bills enacted. Public Hearings conducted. 	2019 - 2024	EALA Commission. EALA Committees. The Office of the Clerk. EAC Organs & Institutions, MEACA, Partner States.	
All the Institutions for the operationalization of the Monetary Union established.						

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1: Attainment and full implementation of the four pillars of the EAC Integration Agenda						
Strategic Objective 1: To facilitate the implementation of the four pillars of the EAC Integration Agenda						
Outcome 1.6 Good Governance in the region.	<ul style="list-style-type: none"> EAC Integrity and Anti-Corruption Bill enacted. The EAC Protocol on Good Governance ratified and implemented. 	<ul style="list-style-type: none"> Bill enacted. 	<ul style="list-style-type: none"> Copies of the Bills enacted Public Hearings conducted. 	2019 - 2020	EALA Commission. EALA Committees. The Office of the Clerk. EAC Organs & Institutions, MEACA, Partner States.	
Outcome 1.7 Relevant legal instruments for the establishment of the Political Confederation adopted.	<ul style="list-style-type: none"> A model Constitution for the establishment of Political Confederation adopted. 	<ul style="list-style-type: none"> Model Constitution adopted. 	<ul style="list-style-type: none"> Copy of the model Constitution. 	2019 – 2024.	EALA Commission. EALA Committees. The Office of the Clerk. EAC Organs & Institutions, MEACA, Partner States.	

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 2: A functionally Autonomous Assembly						
Strategic Objective 2: To operationalize and consolidate the Financial and Administrative Autonomy of the East African Legislative Assembly						
Outcome 2.1 Functionally autonomous, dynamic and efficient Assembly.	<ul style="list-style-type: none"> A comprehensive framework to actualize the Financial and Administrative Autonomy by 2021. 	<ul style="list-style-type: none"> The Treaty and the Administration of EALA Act, 2012 amended to provide for full Administrative and Financial Autonomy. All internal Administrative and Human Resource Management systems, functions, & processes are reasonably separated from the EAC Secretariat and vested in the EALA. EALA is semi-autonomous with the Clerk as the Sub-Accounting Officer empowered to facilitate the EALA Commission in executing its mandate. 	<ul style="list-style-type: none"> Copies of amended EAC Treaty and the Administration of the EALA Act, 2012. Related formal EAC Secretariat correspondences authorizing & affirming the various dimensions of the administrative autonomy. EALA's Annual Programmed Activity and Financial Reports. EALA's relevant periodic M&E reports. 	2019 – 2024.	EALA Commission, EALA Committees, the Office of the Clerk, EAC Organs, MEACA, Partner States.	

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 2: A functionally Autonomous Assembly						
Strategic Objective 2: To operationalize and consolidate the Financial and Administrative Autonomy of the East African Legislative Assembly						
		<ul style="list-style-type: none"> A comprehensive Resource Mobilization Strategy developed. 	<ul style="list-style-type: none"> A copy of the Resource Mobilization Strategy. 	2019 - 2024	EALA Commission. EALA Committees. the Office of the Clerk. EAC Organs. MEACA. Partner States.	
Strategic Issue 3: Strengthening harmonious working relations with other EAC Organs and Institutions.						
Strategic Objective 3: To strengthen harmonious working relations with other EAC Organs and Institutions in the furtherance of the integration agenda.						
Outcome 3.1 Improved and coordinated working relations with other Organs and Institutions of the Community.	<ul style="list-style-type: none"> Inter-Organ and Executive meetings attended by the Speaker and Clerk. Annual State of EAC Address by the Chair of Summit institutionalized. 	<ul style="list-style-type: none"> Number of Inter-Organ meetings attended by the EALA Speaker & Clerk. EALA Rules of Procedure amended to provide for the annual State of EAC Address. 	<ul style="list-style-type: none"> Minutes & other formal records of the Inter-organ and executive meetings, as well as related activities. Copy of the amended Rules of Procedure. 	2019 - 2024	EALA Speaker & Clerk Other EAC Organs and Institutions.	Successful pursuit of this outcome also requires optimum cooperation of the other EAC Organs & Institutions.

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVS)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 3: Strengthening harmonious working relations with other EAC Organs and Institutions.						
Strategic Objective 3: To strengthen harmonious working relations with other EAC Organs and Institutions in the furtherance of the integration agenda.						
	<ul style="list-style-type: none"> EALA and other EAC Organs and Institutions' Calendars of activities harmonized. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Records of the meetings attended. 	2019 - 2024	EALA Speaker & Clerk Other EAC Organs and Institutions.	Successful pursuit of this outcome also requires optimum cooperation of the other EAC Organs & Institutions.
Outcome 3.2 Strengthened accountability among the EAC Organs and Institutions.	<ul style="list-style-type: none"> The oversight function of the Assembly effectively executed. 	<ul style="list-style-type: none"> Number of EAC programmes and projects effectively monitored and evaluated by EALA. 	<ul style="list-style-type: none"> Reports on oversight activities of the Assembly. Audit reports of the EAC Organs and Institutions. 	2019-2024.	EALA Commission, EALA Committees, the Office of the Clerk, EAC Organs and Institutions.	
Outcome 3.3 Enhanced implementation of Assembly's decisions and recommendations by other Organs and Institutions of the Community.	<ul style="list-style-type: none"> The Rules of Procedure of the Assembly reviewed to provide for an annual report by the Council on the status of implementation of EALA's recommendations and resolutions. 	<ul style="list-style-type: none"> The Rules of Procedure of the Assembly amended. 	<ul style="list-style-type: none"> Copy of the amended Rules of Procedure of the Assembly. 	2019-2021.	EALA Commission, EALA Committees, the Office of the Clerk, EAC Organs and Institutions.	

NARRATIVE SUMMARY (Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
<p>Strategic Issue 4: Strengthening partnership and collaboration with National and other regional Parliaments</p> <p>Strategic objective 4: To strengthen partnership and collaboration with National and other Regional Parliaments</p> <p>Outcome 4.1 Enhanced linkages with National Assemblies and other Regional Parliaments.</p>	<ul style="list-style-type: none"> A Bill to establish the Speakers' Advisory Forum to the EAC enacted. The Rules of procedure of the National Assemblies amended to provide for debate of EALA's reports on matters relating to EAC integration The cooperation of the Inter-Parliamentary liaison Committees strengthened. Inter-Parliamentary Relations Seminar organised. Relations with National Assemblies on the oversight of the implementation of EAC Protocols and laws strengthened. 	<ul style="list-style-type: none"> Public Hearings conducted. The Bill enacted. The Rules of Procedure of National Assemblies amended. Number of joint activities of EALA and the Inter-Parliamentary Liaison Committees undertaken. Annual Inter-Parliamentary Relations Seminar organised. Oversight reports of the National Assemblies 'Committees on EAC Affairs adopted. 	<ul style="list-style-type: none"> Reports on Public Hearings. Copy of the enacted Bill. Copies of the amended Rules of Procedure. Copies of the reports of the joint activities. Reports on Annual Inter-Parliamentary Relations Seminars. Copies of the adopted oversight reports. 	<p>2019-2022</p> <p>2019-2024.</p> <p>2019-2024.</p> <p>2019-2024.</p> <p>2019-2024.</p>	<p>EALA Commission, Bureau of EAC Speakers, EALA Committees, the Office of the Clerk, National Assemblies.</p>	

NARRATIVE SUMMARY	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 4: Strengthening partnership and collaboration with National and other regional Parliaments						
Strategic objective 4: To strengthen partnership and collaboration with National and other Regional Parliaments						
Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)	<ul style="list-style-type: none"> Networking of EALA staff with those of National Assemblies enhanced. Regular joint activities with other regional Parliaments undertaken. 	<ul style="list-style-type: none"> Number of Parliamentary staff workshops conducted. Number of seminars, exchange visits and other similar activities conducted. 	<ul style="list-style-type: none"> Reports on Parliamentary Staff workshops. Reports on joint activities undertaken. 	<p>2019-2024.</p> <p>2019-2024</p>		
Outcome 4.2 Enhanced visibility of the work of the Assembly in Partner States and at the Continental level.	<ul style="list-style-type: none"> Four rotational sittings of the Assembly conducted in the Partner States per year. Regular Inter-Parliamentary Games organized. 	<ul style="list-style-type: none"> Number of rotational sittings held in the Partner States. Annual Inter-Parliamentary Games organized. 	<ul style="list-style-type: none"> Reports on business transacted. Report on the Inter-Parliamentary Games. 	<p>2019-2024.</p>	EALA Commission, The Office of the Clerk, National Assemblies.	
Issue 5: Enhancing collaborative engagement with the Private Sector, Civil Society, Women organizations, Youth and other Stakeholders.						
Strategic Objective 5: To enhance EALA's collaborative engagement with the Private Sector, Civil Society and other Stakeholders						
Outcome 5.1 Enhanced participation of the Private Sector, Civil Society, Women organizations, Youth and other stakeholders in discharging the mandate of the Assembly.	<ul style="list-style-type: none"> A mechanism for regular dialogue with the Private Sector, Civil Society, Women organizations, Youth and other stakeholders established and institutionalized. 	<ul style="list-style-type: none"> Annual stakeholders 'engagement workshop conducted. 	<ul style="list-style-type: none"> Report of the workshop. 	<p>2019-2024.</p>	EALA Commission, EALA Committees, Office of the Clerk, Civil Society, Private Sector, Academia, Think tanks, Development Partners, and other stakeholders.	

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<p>Issue 5: Enhancing collaborative engagement with the Private Sector, Civil Society, Women organizations, Youth and other Stakeholders.</p> <p>Strategic Objective 5: To enhance EALA's collaborative engagement with the Private Sector, Civil Society and other Stakeholders</p>						
	<ul style="list-style-type: none"> Private Sector, Civil Society Organizations and other stakeholders sensitized about their right to petition the Assembly on any matters of their interest relating to EAC integration Gender responsive projects and programmes implemented. Welfare of youth enhanced. 	<ul style="list-style-type: none"> Number of petitions submitted to the Assembly. Number of women led EAC initiatives implemented. Gender responsive Bills enacted. Gender -targeted specific projects and programmes implemented. Number of youth-led EAC initiated implemented Youth targeted specific projects and programmes implemented. 	<ul style="list-style-type: none"> Copies of the petitions Committee reports on the petitions Hansard records. Number of initiatives implemented. Number of Bills passed. Number of projects and programmes implemented. Number of initiatives implemented. Number of projects and programmes implemented. 	2019-2024	EALA Commission EALA Committees, Office of the Clerk, Civil Society, Private Sector, Academia, Think tanks, Development Partners, and other stakeholders.	
<p>Outcome 5.2 Enhanced public awareness about the EAC integration agenda.</p>	<ul style="list-style-type: none"> Participation of stakeholders in the outreach programmes and public hearings enhanced. 	<ul style="list-style-type: none"> Number of outreach programmes and public hearings attended by various stakeholders. 	<ul style="list-style-type: none"> Reports on outreach programmes and public hearings conducted. 	2019-2024	EALA Commission EALA Committees, Office of the Clerk, Civil Society, Private Sector, Academia, Think tanks, and other stakeholders.	

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<p>Issue 5: Enhancing collaborative engagement with the Private Sector, Civil Society, Women organizations, Youth and other Stakeholders.</p> <p>Strategic Objective 5: To enhance EALA's collaborative engagement with the Private Sector, Civil Society and other Stakeholders</p>						
<p>Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)</p>	<ul style="list-style-type: none"> Reports on the implementation of the EAC Programmes and Projects disseminated to various stakeholders by the EAC Ministries. 	<ul style="list-style-type: none"> Reports disseminated. Number of people aware of the integration agenda of the EAC. 	<ul style="list-style-type: none"> Copies of the reports. List of participants in the various activities. activities conducted by the EAC Organs and Institutions in the Partner States. 	<p>2019-2024</p>	<p>EALA Commission, EALA Committees, Office of the Clerk, Ministries responsible for EAC Affairs, Various stakeholders.</p>	
<p>Outcome 5.4</p> <p>Enhanced accountability, good governance and Donors' confidence in the EAC.</p> <ul style="list-style-type: none"> Adequate allocation of resources to critical priority needs of the people of East Africa. 	<ul style="list-style-type: none"> The monitoring and evaluation framework for donor funded projects streamlined. Adequate allocation of resources to critical priority needs of the people of East Africa. 	<ul style="list-style-type: none"> Number of monitoring and evaluation reports considered by the Assembly. Amount of funds allocated to basic needs of the people. 	<ul style="list-style-type: none"> Copies of the reports. Copy of the enacted appropriation Bill. Hansard records. 	<p>2019-2024.</p>	<p>EALA Commission. EALA Committees, Office of the Clerk, Development Partners.</p>	

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Issue 5: Enhancing collaborative engagement with the Private Sector, Civil Society, Women organizations, Youth and other Stakeholders.						
Strategic Objective 5: To enhance EALA's collaborative engagement with the Private Sector, Civil Society and other Stakeholders						
	<ul style="list-style-type: none"> Technical and financial support to the Assembly strengthened. 	<ul style="list-style-type: none"> Number of capacity building activities conducted. Amount of funds provided to the Assembly. 	<ul style="list-style-type: none"> Reports on capacity building activities Bank statements 	2019-2024	EALA Commission, EALA Committees, Office of the Clerk, Development Partners.	
Strategic Issue 6: Strengthening capacity of Members and Staff of the Assembly.						
Strategic Objective 6: To enhance the capacity of Members and Staff to strengthen the performance of the Assembly						
Outcome 6.1 Improved quality of legislation and oversight role of the Assembly.	<ul style="list-style-type: none"> Tailor made capacity enhancement programmes for Members and Staff of the Assembly developed and implemented. Induction of Members on the Rules of Procedure of the Assembly conducted at the commencement of each new Assembly. 	<ul style="list-style-type: none"> Number of capacity building programmes implemented and participated in. Number of international parliamentary meetings attended. Reports on the induction conducted. 	<ul style="list-style-type: none"> Reports on EALA's capacity building programmes and activities. Periodic M&E Reports on EALA's performance with regard to capacity building Reports on parliamentary meetings attended. Induction materials Copies of the reports 	2019-2024.	EALA Commission, EALA Committees, Office of the Clerk, National Assemblies, Regional Parliaments, International Parliamentary associations.	

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Strategic Issue 6: Strengthening capacity of Members and Staff of the Assembly.						
	<ul style="list-style-type: none"> Relevant Professional expertise provided to Standing Committees. Functional relationship with the East African Parliamentary Institute strengthened. Networks and staff exchange programmes with national Assemblies and regional Parliaments strengthened 	<ul style="list-style-type: none"> Number of Committees' activities facilitated by experts. Number of capacity building activities attended at EAPI. Number of exchange programmes undertaken. Number of capacity building attachments to national/regional parliaments carried out. Number of international parliamentary meetings attended. 	<ul style="list-style-type: none"> Committees' reports. Experts' presentation materials. Reports on capacity building. EAPI's capacity building materials. Reports on EALA's capacity building programmes and activities. Periodic M&E Reports on EALA's performance with regard to capacity building. Reports on parliamentary meetings attended. 	<p>2019-2024</p> <p>2019-2024</p> <p>2019-2024</p>	<p>EALA Commission, EALA Committees, Office of the Clerk</p> <p>EALA Commission, EALA Committees, Office of the Clerk, EAPI.</p> <p>EALA Commission, EALA Committees, Office of the Clerk, National Assemblies, Regional Parliaments, International Parliamentary associations.</p>	

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Strategic Issue 6: Strengthening capacity of Members and Staff of the Assembly.						
Strategic Objective 6: To enhance the capacity of Members and Staff to strengthen the performance of the Assembly						
Outcome 6.2 Enhanced capacity of Members to introduce Bills, Motions, Petitions and scrutinize budget and Audited Financial Statements of the Community.	<ul style="list-style-type: none"> The capacity of Members to introduce Bills, Motions, Petitions and scrutinize budget and Audited Financial Statements of the Community strengthened. 	<ul style="list-style-type: none"> Reports on capacity building activities conducted 	<ul style="list-style-type: none"> Capacity building materials. Copies of the reports. Hansard reports. 	2019-2024	EALA Commission, EALA Committees, Office of the Clerk.	
Strategic Objective 7: To promote, protect and defend human rights, democracy, peace and security in the Community						
Outcome 7.1 A democratic culture enhanced.	<ul style="list-style-type: none"> Election Observation Missions conducted. Strategic cooperation with the AU Organs, regional Parliaments, civil society organizations, trade unions and other stakeholders on democracy, elections and governance undertaken. 	<ul style="list-style-type: none"> Number of election observation missions undertaken Number of strategic engagement events held on the domestication and implementation of the African Charter on Democracy, Elections and Governance. 	<ul style="list-style-type: none"> Reports on Election Observation Missions. Reports of meetings, workshops, courtesy calls and other strategic engagement events. 	2019-2024	EALA Commission, EALA Committees, The Office of the Clerk, EAC Organs & Institutions, MEACA, Partner States.	

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Strategic Issue 6: Strengthening capacity of Members and Staff of the Assembly.						
Strategic Objective 7: To promote, protect and defend human rights, democracy, peace and security in the Community						
Outcome 7.2 Peace and security enhanced in the Community.	<ul style="list-style-type: none"> EAC Protocol on Peace and Security operationalized. African Peace and Security Architecture (APSA) project strengthened in the EAC. 	<ul style="list-style-type: none"> Number of mechanisms provided for in the Peace and Security Protocol operationalized. 	<ul style="list-style-type: none"> Progress Oversight report. 	2019-2024	EALA Commission, EALA Committees, The Office of the Clerk, EAC Organs Partner States.	
Outcome 7.3 Adherence to international human rights standards enhanced.	<ul style="list-style-type: none"> International instruments on Human and people's rights observed. 	<ul style="list-style-type: none"> Incidences of Human Rights violation. 	<ul style="list-style-type: none"> Reports on Human Rights violation. 	2019-2024	EALA Commission, EALA Committees, The Office of the Clerk, EAC Organs, Partner States.	
Strategic Issue 8: Establishing an effective Monitoring and Evaluation Framework.						
Strategic Objective 8: To establish a strong Performance Monitoring and Evaluation Framework for the EALA.						
Outcome 8.1 A comprehensive, strong and effective parliamentary Monitoring and Evaluation System developed and operationalized.	<ul style="list-style-type: none"> An automated Parliamentary M&E system established and operationalized by 2021. 	<ul style="list-style-type: none"> The finalized, approved & adopted automated Parliamentary M&E system in place and operational. 	<ul style="list-style-type: none"> The Document establishing the automated M&E system. Physical Verification of the M&E system. Periodic M&E Reports on performance of the system. 	2019-2024	EALA Commission, EALA Committees, Office of the Clerk EAC Organs and Institutions.	

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Strategic Issue 8: Establishing an effective Monitoring and Evaluation Framework.						
Strategic Objective 8: To establish a strong Performance Monitoring and Evaluation Framework for the EALA.						
Outcome 8.2 Enhanced implementation of EALA activities and EAC programs and projects.	<ul style="list-style-type: none"> Corrective measures on EALA activities and on EAC programmes and projects timely undertaken. 	<ul style="list-style-type: none"> Corrective measures undertaken. 	<ul style="list-style-type: none"> Revised calendar of activities. Revised annual operational Plans for Organs and Institutions. 	2019-2024	EALA Commission, EALA Committees, Office of the Clerk, EAC Organs and Institutions.	
Strategic Issue 9: Enhancing EALA's corporate image						
Strategic Objective 9: To enhance the corporate image of EALA						
Outcome 9.1 Improved public image of the Assembly.	<ul style="list-style-type: none"> An effective Corporate Communication Strategy for promotion, visibility and re-branding the Assembly developed. 	<ul style="list-style-type: none"> The Corporate Communication Strategy in developed and implemented. 	<ul style="list-style-type: none"> Copy of the Corporate Communication Strategy. Local, national and international (print and social) media reports on EALA. EALA's own sample survey reports. Records of meetings, conference, workshops of EALA & other partners/ stakeholders. 	2019-2024	EALA Commission EALA Committees Office of the Clerk	

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Strategic Issue 9: Enhancing EALA's corporate image Strategic Objective 9: To enhance the corporate image of EALA						
	<ul style="list-style-type: none"> The Code of Conduct for Members enforced. 	<ul style="list-style-type: none"> Standards and Principles of conduct adhered to by EALA Members. 	<ul style="list-style-type: none"> Attendance register for EALA activities. Supporting documents for retirement of imprest. Declaration of personnel interests made by Members. 	2019-2024	EALA Commission. EALA Committee on Legal, Rules and Privileges.	
Outcome 9.2 Enhanced visibility of the Assembly. <ul style="list-style-type: none"> Budgetary allocation for media relations, facilitation to cover EALA activities and leverage the EAC brand enhanced. 	<ul style="list-style-type: none"> A structured partnership with the media and other stakeholders established and maintained. 	<ul style="list-style-type: none"> Annual stakeholders engagement workshop organized. Number of interview/talk-shows in which Members participated. Additional funds allocated to media coverage of EALA activities. 	<ul style="list-style-type: none"> Report on the annual stakeholders engagement workshop. Audio and Video records. Number of hits on EALA website. Copy of EALA Budget. Payment vouchers to journalists. 	2019-2024	EALA Commission, EALA Committees, EALA Members & Office of the Clerk. EALA Commission, EALA Committees & Office of the Clerk.	

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Strategic Issue 9: Enhancing EALA's corporate image						
Strategic Objective 9: To enhance the corporate image of EALA						
<ul style="list-style-type: none"> Four rotational sittings of the Assembly held the Capitals and outside the Capitals of the Partner States per year Corporate Social Responsibility (CSR) activities undertaken during rotational sittings and Committee Sessions in the Partner States. Sensitization and outreach programmes enhanced. Capacity building activities to the media on EALA's mandate conducted. 	<ul style="list-style-type: none"> Number of Plenary sittings held in the Partner States. Number of CSR activities undertaken. Number of sensitization and outreach programmes conducted. Number of trainings conducted. Accuracy of media reports on EALA. 	<ul style="list-style-type: none"> Hansard records. Video records/visual images. M&E reports. Reports on sensitization and outreach activities M&E reports Visual images Capacity building reports. Media training materials. M&E reports. Media reports. 	<p>2019-2024</p> <p>2019-2024</p> <p>2019-2024</p> <p>2019-2024</p>	<p>EALA Commission, Office of the Clerk & National Assemblies.</p> <p>EALA Commission, EALA Committees, Office of the Clerk, media.</p>		

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Strategic issue 10: Championing advocacy for the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030						
Strategic Objective 10: To facilitate the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030						
Outcome 10.1 The First Ten Year Implementation Plan (FTYIP) of AU Agenda 063 implemented by all EAC Partner States.	<ul style="list-style-type: none"> The First Ten Year Implementation Plan (FTYIP) of the AU Agenda 2063 implemented by Partner States. 	<ul style="list-style-type: none"> Joint review meetings (EALA, National Assemblies and other regional Parliaments) on the implementation performance of AU Agenda 2063. 	<ul style="list-style-type: none"> Joint review reports. 	2019-2024.	EALA Commission, EALA Committees, Office of the Clerk, National Assemblies, Regional Parliaments.	
<ul style="list-style-type: none"> The AU Agenda 2063 integrated into EAC programmes and projects. AU legal instruments relating to regional integration matters and good governance acceded to, ratified and domesticated. 	<ul style="list-style-type: none"> Implementation performance of AU Agenda 2063. Number of AU legal instruments acceded to, ratified, domesticated and implemented. 	<ul style="list-style-type: none"> M&E Reports. Joint review reports. M&E reports. 				
Outcome 10.2 The UN SDGs 2030 progressively implemented by all the Partner States.	<ul style="list-style-type: none"> UN SDGs progressively implemented by all the Partner States. 	<ul style="list-style-type: none"> Joint review meetings (EALA, National Assemblies and other regional Parliaments) on the implementation performance of UN SDGs Agenda 2030. 	<ul style="list-style-type: none"> Joint review reports. 	2019-2024.	EALA Commission, EALA Committees, Office of the Clerk, National Assemblies, Regional Parliaments.	

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Strategic issue 10: Championing advocacy for the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030						
Strategic Objective 10: To facilitate the implementation of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030						
	<ul style="list-style-type: none"> UN SDGs 2030 integrated into EAC programmes and projects. 	<ul style="list-style-type: none"> Implementation performance of AU Agenda 2063. 	<ul style="list-style-type: none"> M&E Reports. 	2019-2024.	EALA Commission, EALA Committees, Office of the Clerk, National Assemblies, Regional Parliaments.	
Strategic Issue 11: Capacity building in regional Parliamentary practices and procedures						
Strategic Objective 11: To support and strengthen the East African Parliamentary Institute (EAPI.)						
Outcome 11.1 East African Parliamentary Institute (EAPI) fully functioning.	<ul style="list-style-type: none"> The EAPI fully operationalised by Council. Resources mobilised by EALA and National Assemblies to fund EAPI. EAPI promoted and marketed within the region and beyond for its sustainability. 	<ul style="list-style-type: none"> The required legal and administrative instruments adopted by the Council. Amount of money budgeted for and remitted to EAPI. Number of marketing instruments developed and disseminated. 	<ul style="list-style-type: none"> Council reports. Budget reports. Bank statements. Copies of marketing instruments. Audio/video records. 	2019-2024.	EALA Commission, Bureau of EAC Speakers, Council, National Assemblies & Office of the Clerk.	EALA Commission, National Assemblies, Office of the Clerk & EAPI.

NARRATIVE SUMMARY <i>(Strategic Objectives & their Corresponding Expected Outcomes, under their respective Strategic Issues)</i>	TARGETS	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	TIMING	RESPONSIBILITY	REMARKS
Strategic Issue 1.1: Capacity building in regional Parliamentary practices and procedures Strategic Objective 1.1: To support and strengthen the East African Parliamentary Institute (EAPI.)						
Outcome 11.2 Enhanced capacity and performance of EAC Members, staff of Parliaments and other stakeholders attributed to EAPI.	<ul style="list-style-type: none"> High quality and competitive capacity building programmes. developed and offered by EAPI. The role of EAPI in providing capacity building programmes to EALA, National Assemblies, local/county legislative bodies and other stakeholders enhanced. 	<ul style="list-style-type: none"> Training programmes offered and conducted by EAPI. Number of Members, Staff of Parliaments and other stakeholders trained by EAPI. 	<ul style="list-style-type: none"> Training reports. Training materials. Training reports. Training materials. Visual images. 	2019-2024.	EALA Commission, National Assemblies, Office of the Clerk & EAPI.	

APPENDIX 2: LIST OF THE ACTS AND BILLS ENACTED BY THE ASSEMBLY

A. BILLS ENACTED AND ASSENTED TO BY EAC HEADS OF STATE (ACTS)	
NO.	TITLE OF THE ACT
1	The East African Community Appropriation Act, 2002
2	The Community Emblems Act, 2003
3	The Acts of the East African Community Act, 2003
4	The Laws of the Community (Interpretation) Act, 2003
5	The East African Community Appropriation Act, 2003
6	The East African Legislative Assembly (Powers and Privileges) Act, 2003
7	The East African Community Customs Management Act, 2004
8	The East African Community Appropriation Act, 2004
9	The East African Community Immunities and Privileges Act, 2004
10	The East African Community Supplementary Appropriation Act, 2005
11	The East African Community Appropriation Act, 2005
12	The East African Community Standardization, Quality Assurance, Metrology and Testing Act, 2006
13	The East African Community Competition Act, 2006
14	The East African Community Appropriation Act, 2006
15	The East African Community Appropriation Act, 2007
16	The Summit (Delegation of Powers and Functions) Act, 2007
17	The East African Community Supplementary Appropriation Act, 2007
18	The Lake Victoria Transport Act, 2007
19	The East African Community Customs Management (Amendment) Act, 2007
20	The East African Community Joint Trade Negotiations Act, 2008
21	The East African Community Customs Management (Amendment) Act, 2008
22	The East African Community Budget Act, 2008
23	The East African Community Appropriation Act, 2008
24	The East African Community (Supplementary) Appropriation Act, 2008
25	The Inter-University Council for East Africa Act, 2008
26	The Acts of the East African Community (Amendment) Act, 2009
27	The East African Community Appropriation Act, 2009
28	The East African Community Customs Management (Amendment) Act, 2009
29	The Community Emblems (Amendment) Act, 2008
30	The Administration of the East African Legislative Assembly Act, 2011
31	The East African Community Supplementary Appropriation Act, 2010
32	The East African Community Appropriation Act, 2010
33	The East African Community Competition (Amendment) Act, 2010
34	The East African Legislative Assembly Elections Act, 2011
35	The East African Community Supplementary Appropriation Act, 2011
36	The East African Community Appropriation Act, 2011
37	The East African Parliamentary Institute Act, 2012
38	The East African Community Customs Management (Amendment) Act, 2011
39	The East African Civil Aviation Safety and Security Oversight Agency Act, 2009
40	The Community Emblems (Amendment) Act, 2012
41	The East African Community Customs Management (Amendment) Act, 2012
42	The East African Community HIV & AIDS Prevention and Management Act, 2012
43	The East African Community Conflict Management Act, 2012
44	The East African Community Elections Act, 2012
45	The East African Community Appropriation Act, 2012

A. BILLS ENACTED AND ASSENTED TO BY EAC HEADS OF STATE (ACTS)	
46	The East African Community One Stop Border Post (OSBP) Act, 2013
47	The East African Community Vehicle Load Control Act, 2013
48	The East African Community Customs Management (Amendment) (No. 2) Act, 2013
49	The East African Community Supplementary Appropriation (No. 2) Act, 2012
50	The East African Community Supplementary Appropriation Act, 2013
51	The East African Community Appropriation Act, 2013
52	The East African Community Supplementary Appropriation Act, (No. 2) 2014
53	The East African Community Appropriation Act, 2014
54	The East African Community Civic Education for Integration Act, 2015
55	The East African Community Elimination of Non-Tariff Barriers Act, 2015
56	The East African Community Supplementary Appropriation Act, 2015
57	The East African Community Appropriation Act, 2015
58	The East African Community Customs Management (Amendment) Act, 2015
59	The East African Community Customs Management (Amendment) Act, 2016
60	The East African Community Supplementary Appropriation Act, 2016
61	The East African Community Appropriation Act, 2016
62	The East African Community Supplementary Appropriation Act, 2017
63	The East African Community Appropriation Act, 2017
64	The East African Community Oaths Act, 2018
65	The East African Monetary Institute Act, 2018
66	The East African Community Supplementary Appropriation Act, 2018
B. BILLS IN THE PROCESS OF ASSENT	
67	The East African Community Human and Peoples Rights Bill, 2012
68	The Inter-University Council for East Africa (Amendment) Bill, 2012
69	The East African Community Supplementary Appropriation Bill, 2012
70	The East African Community Public Holidays Bill, 2013
71	The East African Community Supplementary Appropriation Bill, 2014
72	The East African Community Cooperative Societies Bill, 2015
73	The East African Community Counter-Trafficking in Persons Bill, 2016
74	The East African Community Prohibition of Female Genital Mutilation Bill, 2016
75	The Administration of the East African Court of Justice Bill, 2016
76	The East African Community Gender Equality, Equity and Development Bill, 2016
77	The East African Community Polythene Materials Control Bill, 2017
78	The East African Community Appropriation Bill, 2018
79	The East African Community Customs Management (Amendment) (No. 2) Bill, 2018
80	The East African Community Statistics Bureau Bill, 2017
81	The East African Community Supplementary Appropriation Bill, 2019
82	The East African Community Supplementary Appropriation (No. 2) Bill, 2019
83	The East African Community Appropriation Bill, 2019
C. BILLS FOR WHICH ASSENT HAS BEEN WITHHELD BY HEADS OF STATE	
84	The East African Community Tourism and Wildlife Management Bill, 2010
85	The East African Community Service Commission Bill, 2011
86	The East African Community Transboundary Ecosystems Management Bill, 2012
87	The East African Community Creative and Cultural Industries Bill, 2015
88	The East African Community Electronic Transactions Bill, 2015
89	The East African Community Forests Management and Protection Bill, 2015
90	The East African Community Disaster Risk Reduction and Management Bill, 2012
91	The East African Community Persons with Disability Bill, 2015

**EAST AFRICAN LEGISLATIVE ASSEMBLY
EAST AFRICAN COMMUNITY HEADQUARTERS
P.O. BOX 1096, ARUSHA , TANZANIA.**

Tel: 255-27-2508240, Fax: 255-27-2503103

Web: www.eala.org



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