



EAST AFRICAN COMMUNITY

EAST AFRICAN KISWAHILI COMMISSION

**STRATEGIC PLAN
(2017 - 2022)**

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Acronyms and Abbreviations

AOP	Annual Operations Plan
AU	African Union
EACROTANAL	Eastern Africa Centre for Research in Oral Traditions and African National Languages
BAKITA	Baraza la Kiswahili la Taifa (National Council for Kiswahili)
EAC	East African Community
EAKC	East African Kiswahili Commission
OAU	Organization of African Unity
TATAKI	Taasisi ya Taaluma za Kiswahili (Institute of Kiswahili Studies)

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Preface

This Strategic Plan has been developed by the East African Kiswahili Commission to define the direction it will take in the next five years and to act as a guide on how it will travel the journey of executing its mandate in an evolving and dynamic socio-economic and political environment. The Mandate of the Commission is to coordinate and promote the development and use of Kiswahili as a lingua franca and official language in the East African Community (EAC) Partner States in terms of research, teaching, learning and development through policy formulation, knowledge generation and curriculum review and standardization of terminologies. The Plan has set strategic focus areas, determined necessary actions for the achievement of broad objectives, and the resources required to execute all necessary actions. While executing this mandate, the EAKC will work with individuals, groups of people and institutions within the EAC and beyond.

One of the big debates in the world today is regional integration and the language question is an important and persistent topic in the discourse. The re-launching of the EAC in 2001, after the collapse of the first project in 1977, heralded a new approach to regional integration more consistent with current global trends where language is considered an important institution that deserves serious consideration. The future of EAC calls for new approaches not limited to traditional forms of market integration alone. Efforts to achieve integration and sustainable development in the EAC should be combined with the need to promote a common language.



With the choice of Kiswahili as the EAC lingua franca, the opportunities for regional integration are better today than ever before. The language is assuming a new sense of community based upon economic function, geographical location and political orientation. The status that Kiswahili enjoys regionally and globally calls for transformation, adaptation and empowerment of the language. To play that privileged role, the development and use of the language has to be strategically planned, coordinated and promoted. This Plan acknowledges the strategic importance of Kiswahili as a social institution in the whole process of East African regionalization and empowerment of the citizens of the Community.

Across the globe, deliberate and planned use of language and communication take an increasingly prominent place in development strategies. For no change can take place without the development of appropriate values, attitudes and stock of knowledge in the minds of the people. As Thomas E. Payne (2006) observes:

‘Language is one very important tool whereby individuals share and negotiate representations of situations, ideas, and feelings. Through language, individual minds are constantly influencing one another in sometimes subtle, and sometimes obvious, ways. The result is a culture, a society, a common mind that has many characteristics of a single organism’.

This Strategic Plan is geared towards empowering Kiswahili as an institution and instrument for community-building and strategic orientation for the EAC. Empowerment of Kiswahili involves not only



initiating a transformation within the Community and individual Partner States, but also giving content to the transformation by reforming and innovating policies and programmes governing the language. As a common language, Kiswahili can and should be in the lead in the process of the evolution of an East African common identity and self-awareness based upon shared interests. The language should widen people's choices through greater sharing of experience and learning in the region. East African citizens should not just be recipients of information, but they ought to be transformed into active agents of development and generators of knowledge. Through Kiswahili the people will be given the capacity to mobilize and enter into dialogue with one another.

Successful integration of the EAC and sustainable development of the Community depends on popular support and full and effective participation of the people. Community awareness, responsibility and cooperative efforts are absolutely vital for the realization of the four pillars of EAC integration: Customs Union; Common Market; Monetary Union; and Political Federation. The development and use of Kiswahili is crucial to achieving these goals.

Regional integration through Kiswahili is not entirely new for the EAC. The language has been part and parcel of the region's life. Dynamism for a regional integrative language was in vogue even during the pre-colonial era that was characterized by free movement of people, goods, services and ideas. It is upon that foundation that colonial administration in the region established the Inter-territorial Language Committee (1930-1964) whose central aim was to promote the standardization and development of Kiswahili. What is new about Kiswahili in the EAC is that it has assumed



new roles that make strategic planning imperative. Unlike earlier approaches to integration that were largely economic, current efforts are a pragmatic response to global and local needs and the desire at all levels of society to promote greater holistic regional cooperation.

Just as the process of regional integration is very complex, so is the matter of Kiswahili as the EAC lingua franca complicated and delicate requiring flexibility and pragmatism. It involves a host of players, many different factors and multiple processes operating concurrently. The EAKC will strive to implement the desires of stakeholders as expressed in this Plan. It will exercise carefully the power bestowed unto Kiswahili as the lingua franca full aware that East Africa is highly multilingual and that the region is part of the global multilingual village. The successful implementation of this Plan depends largely on the Commission's strategic philosophy as enunciated in its mission, vision, and values.

Prof. Kenneth Inyani Simala
Executive Secretary, EAKC

Acknowledgements

The East African Kiswahili Commission acknowledges and owes gratitude to stakeholders who have made this Strategic Plan possible.

Data informing this Plan was gathered during EAKC-Partner-States consultative meetings in Bujumbura, Dar-es-Salaam, Kampala, Kigali and Nairobi between December 2015 and May, 2016. The meetings were attended by over seventy participants drawn from various Kiswahili sectors and who provided a much-needed opportunity for the Commission to engage in extensive discussions of issues central to the coordination and promotion of the development and use of the language in the EAC. I would like to acknowledge and thank all the stakeholders who participated in those meetings for their invaluable contributions. It was a pleasure listening to the users of Kiswahili from all over East Africa. Their presentations, questions and comments helped us acquire affirmer understanding of issues surrounding Kiswahili and made us better aware of the challenges that are facing the Commission. We are grateful.

That wonderful opportunity of mobilizing Kiswahili stakeholders would not have been realized without the help of Ministries responsible for EAC Affairs in all the Partner States. Special thanks to Directors and Commissioners in respective Partner States for working long and hard.

Participants at the Validation Workshop held on the 23rd-24th June, 2016 in Nairobi provided comments and suggestions on



the Draft EAKC Strategic Plan. We are deeply inspired by their encouragement and good advice. Before the Validation Workshop, colleagues from the Directorate of Planning at the EAC Secretariat, and from TATAKI (Taasisi ya Taaluma za Kiswahili, Institute of Kiswahili Studies) of the University of Dar-es-Salaam, and the Director, BAKITA (Baraza la Kiswahili la Taifa, National Council for Kiswahili) thoroughly interrogated the Draft of this Plan on 1st-2nd June, 2016. We are grateful for their input.

We thank the Commission Secretariat for their planning and execution of various meetings and the collation of views gathered. This Strategic Plan would not have been finalized without their commitment, determination and zeal.

Finally, we wish to thank the many people who, though informally, have expressed their joy at the establishment of the EAKC and their proposals on how to develop and use Kiswahili locally, regionally and globally. It is our hope that the Commission will fulfill those desires.

Executive Summary

The East African Kiswahili Commission is an Institution of the East African Community established by means of a Protocol unanimously ratified by all the Partner States: The Republic of Burundi; The Republic of Kenya; The Republic of Rwanda; The Republic of South Sudan; The United Republic of Tanzania; and The Republic of Uganda. Article 137 of the EAC Treaty provides that Kiswahili shall be promoted, developed and used as the lingua franca for the Community. The Commission, which became operational in July 2015, is mandated to coordinate and promote the development and use of Kiswahili in the East African Community Partner States in terms of research, teaching, learning and development through policy formulation, knowledge generation and curriculum review and standardization of terminologies.

The coordination and promotion of the development and use of Kiswahili will enhance integration which is necessary for regional sustainable development. The success of full integration and sustainable development depends on a strategic language, clearly defined communication approach and active citizenry participation in the EAC economic, social and political agenda. Kiswahili is imperative to creating awareness and understanding of the challenges and opportunities that come with integration and sustainable development.

This Strategic Plan is the first one for the Commission and covers a five-year implementation span. The Plan is guided by an overarching development objective which is to coordinate and

promote the development and use of Kiswahili for integration and sustainable development in the EAC. In order to realize the objective, the following six priority areas will be focused on:

- Use Kiswahili to enhance political, economic and social unity within the EAC;
- Encourage synergy and develop collaborations between and amongst Member Kiswahili Councils, Governments and other organizations;
- Meet local, national and regional development needs; Resolve issues in every appropriate sector of Kiswahili usage in EAC;
- Develop human resource capacity in Kiswahili in East Africa and beyond; and
- Support and facilitate institutions involved in Kiswahili research, training and promotion.

The foregoing objective and interventions require an enabling environment for Kiswahili policy formulation, implementation and monitoring and evaluation. Hence, it is estimated that this Strategic Plan will cost USD 23, 334, 000 (US Dollars Twenty Three Million, Three Hundred Thirty Four Thousand).

The Plan has been developed based on four analyses. First, a situational analysis was done focused on the General/External, Operating and Internal Environments of the Commission. Second, and as a consequence of the foregoing, an analysis of issues that potentially have the most impact on the Commission was carried out and identified various strengths, weaknesses, opportunities and threats. Third, stakeholder analysis was conducted involving persons, groups of people, institutions, organizations and



governments of Partner States and whose support is central to the implementation of this plan, its evaluation and improvement. Lastly, this Plan carried out a thorough risk analysis and identified challenges which must be turned into opportunities.

The strategic planning process involved a number of stakeholders whose interests have been addressed in planned projects, policies and programmes to be undertaken in the next five years. It is hoped that with active stakeholder involvement, the EAKC will be embarking on the journey to being the leading body in the coordination and promotion of the development and usage of Kiswahili for regional unity and sustainable socio-economic development in EAC Partner States.

The road to the desired destination has been built on strategic objectives which connect the mission to the vision of the Commission. The Plan has identified strategic interventions necessary to achieve that vision. While implementation of this Strategic Plan lies largely with the Commission, it is equally the responsibility of every stakeholder to play their roles actively and effectively so as to accomplish performance targets set within specific time frames.

The implementation of the Plan will be through Annual Operation Plans. Key performance indicators have been developed to help in the monitoring and evaluation of the Plan. Feedback on the progress of the Plan will be regularly reported and communicated to stakeholders.

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background Information

Article 137 (2) of the EAC Treaty states that Kiswahili shall be developed as a lingua franca of the Community. The promotion of the development and use of the language to support sustainable development and regional integration is therefore of high priority. This needs to be anchored in clear theory-policy-practice foundations. The EAKC hopes to realize this dream by strengthening capacity in Partner States in:

- The use of Kiswahili;
- Supporting Partner States in the development of national Kiswahili policies;
- Conducting research to inform the development of an EAC policy on Kiswahili; harmonizing an EAC Policy on Kiswahili as a lingua franca;
- Training of stakeholders in the use of Kiswahili;
- Using the media for advocacy and sensitization of the Community on Kiswahili;
- Mobilizing EAC citizens in embracing and using Kiswahili as a lingua franca; and;
- Supporting civil society involvement in the EAC integration through the use of Kiswahili for sustainable development.

The EAC Vision 2050 is the region's effort in consolidating the momentum towards regional integration that will position EAC for better assimilation of the Sustainable Development Goals



that arose from the Common African Position on the Post-2015 Development Agenda. The growth prospects for East Africa region is favoured by the ongoing continental integration initiatives as envisioned in Agenda 2063 of the African Union.

The success of full integration depends on a strategic communication approach and citizenry participation in sustainable development of the Community. Kiswahili is imperative to creating awareness and understanding of the challenges and opportunities that come with sustainable development. Hence, the coordination and promotion of the development and use of Kiswahili will enhance the process of EAC integration necessary for sustainable development. EAC integration, which is a process and not an event, has to be owned by the people through proper understanding that comes through the use of this common language.

1.2 Legal Framework and Mandate of the EAKC

The EAKC has been established by means of a Protocol unanimously ratified by all the Partner States of the EAC. The Protocol provides that the Commission will be advising partner states in terms of research, teaching, learning and development of Kiswahili through policy formulation, knowledge generation and curriculum review and standardization of terminologies. The structure, powers, functions and responsibilities of the EAKC are defined in the Protocol.

1.3 Organizational Structure of the Commission

The Commission draws its powers from the Protocol that establishes it and which provides that it is an institution of the East African Community which operates within the existing structure of the Sectoral Council responsible for Kiswahili as follows:

- a. The Sectoral Council
- b. The Coordination Committee
- c. The Sectoral Committee
- d. The East African Kiswahili Commission
- e. The Secretariat of the Commission.

1.4 Composition of the Commission

As currently provided for in the Protocol, the commission is composed of:

- i) Representatives of National Kiswahili Councils from Partner states;
- ii) Representatives of Kiswahili Associations from Partner States;
- iii) Representatives of Kiswahili Research Institutions from Partner States;
- iv) Representatives of Kiswahili Departments of Public and Private Universities in Partner States;
- v) Representatives from Kiswahili Media Operators from Partner States;
- vi) Representatives from Media Councils of Partner States;
- vii) Representatives from Kiswahili Writers Associations in Partner States;
- viii) Representatives from Ministries responsible for Kiswahili in Partner States;
- ix) Representative from Ministries Responsible for Culture in Partner States;
- x) Representatives from Ministries Responsible for Education Partner States.

1.5 Functions of the Commission

In executing its mandate the Commission is to undertake the following functions:

- a) Coordinate and oversee the work of national Kiswahili Councils and other member institutions;

- b) Strengthen collaboration in regional research and assist Partner States develop Centres of advanced study and Research in Kiswahili;
- c) Promote and enhance collaborative relations with development partners and organisations with similar objectives;
- d) Facilitate the development of regional Kiswahili policies for the exchange of staff and students in Kiswahili institutions and monitor the effectiveness of such policies;
- e) Identify Kiswahili training needs and address them through such efforts as curriculum review and development; reform, change and innovation; teaching/learning methods; development of instructional materials; and research and dissemination;
- f) Advocate for the development and use of Kiswahili as a lingua franca within the Community and beyond;
- g) Encourage the use of Kiswahili in the conduct of official business and public life within the Community.

1.6 Rationale for the Strategic Plan, 2017-2022

This Strategic Plan sets priorities and a framework for assessing progress of the Commission in coordinating and promoting the development and use of Kiswahili in the EAC and beyond. The Plan enables the Commission to look and move into the future in an orderly and systematic way while ensuring that the Commission remains relevant and responsive to Kiswahili needs of Partner States, the Community and other stakeholders beyond the region. Further, the Plan provides a basis for monitoring progress, and for assessing results and impact.

Kiswahili is currently emerging as a uniquely modern language with a deep and wide past. The language, which has evolved out of a long history of cultural diversity and civilizational encounters,

has become pervasive and exists in many different varieties with a large and growing number of users. The language has been and continues to be a powerful factor in both traditional and contemporary East Africa not only as a communication tool but also as a factor of empowerment and cultural identity. With important instrumental and symbolic values, Kiswahili has the capacity to propagate national sentiment and enhance regional cohesion. Hence there is need to coordinate and promote its development and use.

The recognition of Kiswahili and the bestowment of higher status at both regional and Pan-African levels by the EAC and the AU, give it power and influence to navigate and negotiate within and among different language communities. Its increasing use in a variety of domains solidifies its position and enhances its status. The spread of Kiswahili across the world on an unprecedented scale compares very well with similar occurrence in reverse form on such global languages as English and perhaps French.

In order to actualize the vision and mission of the Commission, this Strategic Plan has been developed to drive the Kiswahili agenda in the Community and beyond for the next five years. The Plan lays the foundation upon which latter developments of both the Commission and the language will be anchored. It recognizes that the mission of the Commission depends on stakeholders who are active and engaged in the development and use of Kiswahili.

1.7 Approach and Methodology

This Strategic Plan is a product of extensive consultations and participatory processes involving a variety of Kiswahili stakeholders. The plan was subjected to the following consultative processes:

- i) Informal interactions with stakeholders, listening and talking to them to discover their priorities, their challenges, their views and expectations of EAKC and the Kiswahili

profession, and their hopes for the future of the Commission and Kiswahili language.

- ii) Internal staff meetings to discuss views collected.
- iii) Consultative meetings in Partner States where stakeholders identified key areas and critical activities to be implemented.
- iv) A staff retreat to discuss the Draft Strategic Plan held on 1st -2nd June 2016 in Arusha.
- v) A validation workshop on 23rd-24th June, 2016 in Nairobi.

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CHAPTER TWO

SITUATIONAL ANALYSIS

In determining this Strategic Plan, a logical analysis of the environment was done using a variety of methods. The past and present Political, Economic, Social, Technological, Environmental, Ethical and Legal (PESTEL) factors have been identified that are likely to influence the Commission's performance. It is within this context that an assessment has been made of the Commission's current Strengths, Weaknesses, Opportunities and Threats (SWOT). The Plan also includes: expectations from stakeholders; and an assessment of current risk burdens and challenges the Commission faces and is likely to encounter in the next five years.

2.1 PESTEL Analysis

A situational analysis of the Commission scanned the general/ external, operating and internal environments. The Strategic Plan considers the following political, economic, social, technological, environmental, ethical and legal aspects to be important to the functioning of the Commission:

a) Political Factors

Political factors at national, regional and global levels have an impact on the coordination, promotion, development and use of Kiswahili and on the performance of the Commission. The scope of Kiswahili language policy varies in practice from one EAC Partner State to another. The Partner States also differ as to the degree of explicitness of implementation of existing Kiswahili policies.

i) The East African Community

The choice of Kiswahili as the EAC lingua franca is largely a political matter and the promotion, development and use of the language will enhance the integration process and engender regional sustainable development. The EAC Vision 2050 lays out a broad perspective in which the region optimizes the utility of its resources to accelerate productivity and the social well-being of its people. Kiswahili is one such useful resource in consolidating the momentum towards regional integration that will position the region for better assimilation of Sustainable Development Goals (SDGs).

While Kiswahili is currently not an official language of the EAC, it is not unusual to witness the language being used in official communication in the Community. A general feeling that is being expressed by stakeholders is that all efforts must be mustered to make Kiswahili an official language of the EAC.

The EAKC Protocol provides for National Kiswahili Councils which are supposed to help Partner States governments determine how Kiswahili is developed and used as the Community lingua franca.

ii) African Union

The African Union (AU) and its predecessor, the Organisation for African Unity (OAU), through various Treaties, have made efforts towards the promotion, development and use of African languages for socio-economic development of the continent. Those efforts have had an impact on Kiswahili.

The promotion of the development and use of African languages has been a part of the objectives of the OAU/AU as expressed in the Cultural Charter for Africa (1976), the Language Plan of Action for Africa (1986), the Charter for African Cultural Renaissance, the Harare Inter-Governmental Conference (1997) and the Decade



for Education in Africa (1997-2006). In 2001, the AU created the African Academy of Languages (ACALAN) to harmonize and nurture the growth and development of various languages across the continent. To make this desire more visible, the AU declared 2006 the Year of African Languages. Among the languages that ACALAN has been working on is Kiswahili.

The Inter-Governmental Conference on Cultural Policies in Africa (1975) and the Conference of Ministers of Education (1976) both recommended the development and increased use of African languages. The OAU Language Plan of Action (1987) underscores the fact that sustainable development will not be possible without harnessing in a practical manner indigenous African languages and calls for empowerment of the languages by bringing knowledge and information to people in the languages they know and are close to. The Reports on Sub-Saharan Africa (1989), the African Charter for Popular Participation in Development and Transformation (1990), World Development Report (1997), the World Bank and the Economic Commission for Africa call for reforms to empower ordinary people to take charge of their lives, to make communities more responsible for their development, and to make governments listen to their people. The Charter for African Cultural Renaissance (2006) deals with African cultural diversity, identity and renaissance, cultural development, and use of African languages. The importance of people-centeredness and institutions in development is emphasized.

While AU's working languages so far remain Arabic, English, French and Portuguese, the place of Kiswahili is ever present in the Constitutive Acts of the OAU and its predecessor the AU. Kiswahili was used at the AU Summit in Addis Ababa in 2004 by the former President of Mozambique, Joaquim Chissano. Mr. Chissano made his farewell address as AU chairman in Kiswahili to further the AU pledge to promote African identity and languages, and more specifically, because the AU had picked Kiswahili as one of its official languages.

Before the Addis Ababa address, the Southern Africa Development Community (SADC) had in 2003 agreed on Kiswahili to be one of its working languages. By endorsing Kiswahili, SADC was implementing Article 12 of its Protocol on Culture, Information and Sport which provides that:

1. Member States shall formulate and implement language policies that will aim at promoting indigenous languages for national socio-economic development, where such languages exist.
2. Member States shall institute and put into practical effect policy measures that will aim at encouraging the learning and wider use of the official languages of Member States and of the working languages of SADC.

Beyond the regional level, Kiswahili has for long featured prominently in Pan-Africanist ideology on the African continent and in the diaspora. Free-thinking African intellectuals have voiced their concerns about the Language Question on the continent and have questioned the exclusion of African languages and literatures in official government circles. They have tried to influence government language policies through advocacy and lobbying, guided by the general argument that language policies needed to go further than merely compelling constitutional reforms.

iii) United Nations

At the global level, the United Nations (UN) and its agencies have helped shape African languages, including Kiswahili. The UN's Universal Declaration of Human Rights (1948) and the Universal Declaration of Linguistic Rights (UDLR) are among the milestones that impact on Kiswahili. Important documents as the Framework Convention for the Protection of National Minorities; International Covenant on Civil and Political Rights; and the Universal

Declaration of the Collective Rights of Peoples also have a bearing on the promotion of the development and use of Kiswahili.

The United Nations Educational, Scientific and Cultural Organization's insistence on the importance of culture in development and significance of language in general has benefitted Kiswahili. The Pan-African Cultural Manifesto (UNESCO, 1969) that was developed with support from UNESCO discusses the realities of African culture in general, and language in particular, emphasizing its role in the economic and social development of the continent. The Cultural Charter for Africa (1976) and the Language Plan of Action for Africa (1986) emphasize that culture and language constitute a fundamental dimension of the development process of nations and hence should be an integral part of the strategies designed to achieve it. The Dakar Plan of Action for the Development of Cultural Industries in Africa (1992) adopted a strategy of coordinating policies of culture, languages, education and communication for development.

b) Economic Factors

The state of EAC economy is critical for the EAKC and its operations as it is a key variable in investment in language industries, Kiswahili policies, and government decisions. Growth opportunities in the emerging EAC market present compelling reasons to re-emphasize the place of Kiswahili in the sustainable development of the region as envisaged in the four integration pillars: Customs Union; Common Market; Monetary Union; and Political Federation.

Kiswahili is an important factor in the achievement of the Customs Union which is itself a critical foundation of the EAC. The language has a role to support national and regional economic development as a communication tool necessary for activities such as free trade in goods and services among EAC Partner States. Kiswahili can also enhance food security through harmonized agricultural,



language and communication policies. The language is also relevant in the health and welfare of citizens of the Community in facilitating health communication. As for tourism and cultural diplomacy, Kiswahili can be used to collectively promote and market the Community as a single tourist destination.

In addition to the Customs Union, Kiswahili is also useful in accelerating economic growth and development of the Partner States as targets of the EAC Common Market. The language is important in the free movement of goods and services, free movement of persons and labour and the adoption of common policies and procedures. As an identity marker, Kiswahili is crucially important for the right of residence and sense of belonging.

The East African Monetary Union (EAMU) is an important stage in the process of EAC regional integration. The purpose of co-operation in monetary and fiscal matters is to establish monetary stability within the Community, which aims at facilitating economic integration efforts and the attainment of sustainable economic development of the Community. Kiswahili is useful in communicating to the citizenry this process by translating harmonized monetary and fiscal policies, and statistical information necessary for the Union. The language provides a vehicle and tool for the private sector to take full advantage of the Community through the promotion of constant engagement and continuous dialogue with the private sector to help create a conducive business environment.

The fourth step after the Customs Union, Common Market and Monetary Union is Political Federation and Kiswahili is equally important. As a process, Kiswahili is necessary for the deepening and accelerating the Political Federation process through empowerment and active EAC citizen participation. As both an enabler and driver of a people-centered integration agenda, Kiswahili will be used to promote and enhance diverse language



activities. Recognizing the fundamental importance of education, in economic development and political federation, Kiswahili will be developed and used through harmonized curricula, joint establishment and support of research and identifying and developing Kiswahili Centers of excellence in the region.

c) Social Influences

The linguistic landscape of EAC is highly multilingual with standard Kiswahili and various dialects, and a range of intermediate varieties of pidgins and creoles in between. While standard Kiswahili is rarely spoken by a majority of people, it is the one to be pursued in language-in-education policies without imposing it on the Community. Emerging varieties of Kiswahili, which enjoy rapid expansion across the region, are a linguistic reality to live with. A situation where different languages and varieties coexist with Kiswahili is most desirable.

Attitudes East Africans have and their behavior towards Kiswahili have implications on the ideologies about the language and its place in the development agenda and integration process of the Community. Attitudes may be positive or negative as well as instrumental or integrative, and they are important in Kiswahili policy planning and implementation. Positive attitudes are central to the EAC integration and are a strategically important component in shaping the region by providing the foundation upon which to build a sustainable future.

Kiswahili creates a shared sense of identity and purpose within a highly linguistically diverse Community. Just as many different languages have contributed their own distinct vocabulary to Kiswahili, today Kiswahili influences other languages in the region. The future development of the language depends on the dynamics of interaction and coexistence it has with other languages. The promotion of the development and use of Kiswahili in the Community takes cognizance of power dynamics and issues

of equity and language rights. This Strategic Plan has assessed the changing linguistic values, attitudes, and demographic characteristics of Kiswahili stakeholders and customers as an essential element in establishing strategic interventions.

d) Technological Changes

Advancements in Information Communication Technology (ICT) have a tremendous influence and impact upon the promotion of the development and use of Kiswahili in the Community and the world at large. The rapid evolution of ICT has a significant bearing on the development and use of Kiswahili in learning, teaching and dissemination of knowledge. Technological developments are significantly altering the demand for Kiswahili products and services across the region and beyond. Changing technology offers major opportunities for improving goal achievements of the Commission by identifying relevant developments, both within and beyond Kiswahili; assessing the impact of these developments on the language; and defining opportunities for the development and use of Kiswahili in different domains locally, regionally and globally.

e) Ethical Considerations

The choice of Kiswahili as the EAC lingua franca brings up many issues that can be achieved through ethical policies and practices. The choice of Kiswahili as a lingua franca and the privileged status it occupies on the East African linguistic landscape shall be for the good of other languages in the region. Its promotion, development and use will not lead to unequal treatment of other languages in the Community.

f) Legal Matters

The Commission has been established by means of a Protocol unanimously ratified by all the Partner States. The East African

Kiswahili Commission Bill will be enacted into the East African Kiswahili Commission Act which will provide a comprehensive legal framework for the full and effective operationalization of the Commission.

The successful implementation of this Strategic Plan depends on the Commission working together with mandated authorities in Partner States and other stakeholders who include Government Departments and Agencies, National Kiswahili Councils; National Kiswahili Associations; National Kiswahili Research Institutions; Associations of Kiswahili University Departments; Kiswahili Media Owners and Kiswahili Media Practitioners Associations; National Kiswahili Writers Associations; Kiswahili Publishers Associations; and National Associations of Kiswahili Artists.

2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT Analysis concentrates on issues that potentially have the most impact on the EAKC, and provides a framework for generating key strategic interventions. The analysis classifies the internal aspects of the Commission as strengths or weaknesses and the external situational factors as opportunities or threats. Strengths can serve as a foundation for building a competitive advantage for the Commission, and weaknesses may hinder its performance and success.

Table 2.1 shows a detailed SWOT analysis of the EAKC.

Table 2.1 SWOT Analysis

a) Strengths	b) Weaknesses
<ul style="list-style-type: none"> • High linguistic status conferred by Article 137 of the EAC Treaty that provides for Kiswahili as a <i>lingua franca</i>; • A legal framework by means of a Protocol establishing the EAKC; • Kiswahili is the fastest globalizing African language in the world; • Existence of a large network of institutions dealing with Kiswahili; • Political will from Partner States; • Presence of an EAC Communication strategy on EAC Integration agenda • The ever increasing interest in the learning and use of Kiswahili in the Partner States • Kiswahili is widely used in the social media in the partner states and beyond. • Kiswahili enjoys Political will and support from Partner States • Availability of experienced human resource for promoting Kiswahili. • Kiswahili provided for in the Constitutions and other legal framework for some partner state • Existence of Institutional framework responsible for Kiswahili • High expectations and interest from customers 	<ul style="list-style-type: none"> • Inadequate funding; • Inadequate human resource capacity; • Lack of Board of Management; • Limited capacity to deliver on mandate; • Inadequate physical facilities; • Lack of a quality assurance framework; • Lack of an EACK communication strategy; • Non-development of Kiswahili in some Partner States; • Limited use and promotion of Kiswahili in some Partner States; • Lack of an EAKC organizational culture; • High expectations from customers; • Lack of partnerships, networks and collaborations with institutions dealing with Kiswahili; • Not-clear Kiswahili policies in Partner States; • Non-implementation of Kiswahili policies in Partner States.

c) Opportunities

- Growing and expanding market for Kiswahili;
- Critical mass of Kiswahili expertise;
- EAC Treaty provides Kiswahili shall be the EAC lingua franca;
- Huge diaspora interest in Kiswahili;
- AU recognition of Kiswahili as a Pan-African language of identity and one of its functional languages;
- Huge potential for collaborations, partnerships, linkages and networks;
- Existence of advanced technology for knowledge transfer and sharing;
- Existence of nascent Kiswahili Councils and Associations;
- Extensive literature in and on Kiswahili;
- Presence of Kiswahili Councils and Associations in some Partner States;
- Media interest and use of Kiswahili;
- Widespread use of Kiswahili at grassroots level and informal sectors in EAC

d) Threats

- High multi-lingual pluralism in East Africa;
- Ethno-linguistic nationalism in the region;
- Negative attitudes towards Kiswahili in some Partner States;
- Inadequate budgetary allocation and delay in disbursement of funds from Partner States;
- Absence of a regional Kiswahili policy;
- Lack of coherent Kiswahili policy in some Partner States;
- Non-existence of Kiswahili Councils and Associations in some Partner States;
- High customer expectations;
- Dynamic and challenging market trends.

2.3 Stakeholders Analysis

EAKC stakeholders are persons, groups, institutions, organizations, and Partner State governments who have been involved in the strategic planning processes of data collection and analysis. The stakeholders' continued involvement is necessary to increase support for this Strategic Plan, and guide a participatory, consensus-building process of implementation.

Table 2.2 shows the detailed analysis of the views of stakeholders in regard to their expectations and strategies for meeting those expectations.

Table 2.2 East African Kiswahili Commission Stakeholder Analysis

No	Stakeholder	Stakeholder Expectations	Commission Expectations
1	Ministries; Departments and Agencies responsible for Kiswahili affairs (EAC Affairs; Culture; Arts; Education; Information & Broadcasting)	<ul style="list-style-type: none"> • Coordinate Kiswahili matters in Partner States; • Support and develop Kiswahili policy; • Facilitate and build the capacity of stakeholders; • Establish, coordinate and strengthen National Kiswahili Councils and Associations; • Integrate Kiswahili in projects, programmes and 	<ul style="list-style-type: none"> • Lobby and mobilize resources for Kiswahili activities; • Coordinate and monitor Kiswahili stakeholders in Partner States; • Establish and support Kiswahili Councils and Associations; • Provide synergy between Kiswahili stakeholders; • Provide effective and efficient response initiatives; • Monitor implementation of Kiswahili policies in Partner States; • Conduct research in Kiswahili; • Develop centers of advanced study and research in Kiswahili; • Train Kiswahili professionals for

		<p>activities;</p> <ul style="list-style-type: none"> • Support and monitor implementation of exchange of students and staff; • Participate in EAKC programmes and activities. • Programming for promotion of Kiswahili 	<p>all sectors of society;</p> <ul style="list-style-type: none"> • Promote Kiswahili curriculum reform; • Develop quality assurance for Kiswahili; • Encourage exchange of staff and students among Kiswahili institutions; • Facilitate the training of translators and interpreters of Kiswahili • Strengthen Kiswahili Communication and advocacy at all levels of education. • Ensure Partner States promote, protect and develop Kiswahili; • Advise Partner States on Kiswahili matters; • Encourage the use of Kiswahili in the public domain; • Build and strengthen collaborative networks.
2	Universities and National Kiswahili Research Institutions	<ul style="list-style-type: none"> • Help initiate efforts towards the establishment of Kiswahili Departments and Research Institutions where they do not exist; • Coordinate linkages between Departments and National 	<ul style="list-style-type: none"> • Conduct high quality research on all aspects of Kiswahili; • Enhance the acquisition and use of Kiswahili; • Promote the mediation of Kiswahili in the lives of people of East Africa; • Improve the capacity of Partner States to teach and learn Kiswahili; • Initiate programs related to Kiswahili teaching,

		<p>Kiswahili Research Institutions in the region and beyond</p> <ul style="list-style-type: none"> • Support technological innovations related to Kiswahili. 	<p>learning, and assessment.</p>
3	University Kiswahili Departments	<ul style="list-style-type: none"> • Coordinate establishment of National Associations of Kiswahili University Departments, both Public and Private • Coordinate establishment of an EAC Association of Kiswahili University Departments, both Public and Private; • Link Kiswahili Associations with others with similar objectives. 	<ul style="list-style-type: none"> • Serve the academic, scholarly and professional interests of their members and the university communities they represent; • Encourage members to interact amongst themselves and with others; • Promote intellectual development of members through guest speakers; • Support members through awards, fellowships, and opportunities for professional development; • Provide opportunities for members to share experiences; • Host annual conferences and other meetings; • Work with related associations; • Establish a scholarly communication network and sustain publishing programs in Kiswahili; • Provide information and research for member Departments, creating institutional, national, and

			professional contexts for exploring policy, disciplinary challenges, trends, and best practices in the various fields of Kiswahili.
4	Development Partners	<ul style="list-style-type: none"> • Close co-operation, • Funding for programmes and projects • Joint monitoring and review 	<ul style="list-style-type: none"> • Improved formulation of projects and programmes; • Prompt absorption of funds; • Timely accountability and reporting; • Effective and efficient communication
5	Media Councils & Operators	<ul style="list-style-type: none"> • Establishment of an Association of Kiswahili Media Councils/ Operators; • Joint initiatives with other Kiswahili Institutions. 	<ul style="list-style-type: none"> • Advocacy for Kiswahili; • Use of Kiswahili in operations; • Platforms and channels for interaction and communication in and on Kiswahili.
6	Kiswahili Students Associations	<ul style="list-style-type: none"> • Establish Kiswahili Students Association at regional level 	<ul style="list-style-type: none"> • Organise Kiswahili events and activities; • Mentorship programmes in Kiswahili
7	Kiswahili Writers Associations	<ul style="list-style-type: none"> • Establish Kiswahili Writers Association at regional level 	<ul style="list-style-type: none"> • Promote writing in Kiswahili
8	Kiswahili Publishers Association	<ul style="list-style-type: none"> • Establish Kiswahili Publishers Association at regional level 	<ul style="list-style-type: none"> • Promote publication in and dissemination of Kiswahili writing.
9	Private Sector	<ul style="list-style-type: none"> • Involvement in promotion of development and use of Kiswahili 	<ul style="list-style-type: none"> • Partner in Kiswahili projects and programmes

2.4 Risk Analysis

This Strategic Plan documents events and circumstances that are likely to threaten the Commission and the magnitude of their consequences. Existing and possible threats identified come from many different sources and include: strategic; financial; operational; environmental; and reputational. These pitfalls have to be turned into new opportunities for the Commission.

This Strategic Plan has been carefully thought-out by stakeholders so that the Commission becomes more effective in achieving its goals. Threats and weaknesses identified in 2.2 above have been analyzed carefully and will be tackled so that they do not pose a strategic risk to the Commission.

The current Strategic Plan has been designed to help the Commission define its vision for the future and then determine systematically how it will get there, understanding current and future challenges and how to overcome them. The Plan forms the basis for the development of Annual Operation Plans (AOPs) which set priorities, designed strategies and programs activities, organize work, and mechanisms for assessing progress.

Operational risks are both human and physical and include work-related and systemic. The EAKC currently has six members of staff: Executive Secretary; Principal Accountant; Senior Human Resource Officer; Senior Personal Secretary; Accounts Assistant and a Driver. This number is against an establishment of thirty staff (31), twenty (20) of which are key positions approved by the 12th Sectoral Council for Education, Science & Technology, Culture and Sports.

The Commission is currently guided by a Protocol that will be developed into a Bill to be enacted into the EAKC Act. Under the Protocol, the Commission operates within the existing structure of the Sectoral Council responsible for Kiswahili as follows:

- a. The Sectoral Council;
- b. The Coordination Committee;
- c. The Sectoral Committee;
- d. The East African Kiswahili Commission;
- e. The Secretariat of the Commission.

The EAKC Secretariat, in consultation with stakeholders, has proposed amendments to the Protocol to provide for a Board of Management in place of the East African Kiswahili Commission in (d) above.

A Board of Management has a strategic function in providing direction to the Commission. It will develop a governance system with a series of policies which will allow the Commission to achieve its mandate. The Board shall provide leadership by setting the strategic direction to guide and direct the activities of the Commission; ensuring the effective management of the Commission and its activities; and monitoring the activities of the Commission to ensure they keep in line with the Protocol (and later EAKC Act) on the establishment of the Commission.

One socio-linguistic risk that the Commission faces is competition that Kiswahili faces and poses at local, national, regional and Pan-African levels. At the grassroots level in the Community, Kiswahili is in competition with demands and needs of local African languages, while in EAC Partner States, the language has lived, save in the United Republic of Tanzania, in the shadow of former colonial languages. On the other hand, the role of Kiswahili as a regional lingua franca and Pan-African language of identity has been challenged by those who oppose what they consider to be favouritism of the language vis-à-vis other majority and preponderant languages.

Information management is critical to the success of this Strategic Plan. Information on Kiswahili is a lot and disparate. By aligning technology and its strategies, this Plan acknowledges

and recognizes that investment in information management is about financial health of the Commission, its internal efficiency, customer satisfaction and coordination and promotion of the development and use of Kiswahili. Information management is not only crucial to the success of the Commission, but it is critical to the delivery of meaningful results.

Whereas most categories of risk have a financial impact on the Commission, financial risk here refers specifically to cash-flow and the possibility of financial loss to the institution. The financial budget for the EAKC in the 2015/2016 Financial Year was USD 756,361 and for the FY 2016/2017 approved budget stands at USD 1,134,542. This is a 50% increase. Over the next five years funding is expected to increase to enable the Commission to be fully operational and effectively discharge its mandate. Prudent financial management will guide the Commission in its operations. The Commission's reputation is as good as its objectives. The Commission will strive to build and maintain a reputation acceptable to its stakeholders and customers. A bad reputation is demoralizing to staff, potential candidates and others who may not want to associate with the Commission. EAKC shall strive to avoid reputational risk. Individuals, groups of people, organizations and associations governmental and non-governmental institutions are the pillars of the Commission in its efforts towards the coordination and promotion of the development and use of Kiswahili in the Community and beyond. The Commission's operations will be such that these customers are served with satisfaction and in line with legal provisions.

2.5 Risk Management Plan

The risks identified in 2.5 can potentially occur with serious negative impact to the Commission. The risk management plan follows four steps: identification of the risk; assessment of the risk; treatment of the risk; and monitoring and evaluation of the risk.



The Commission will constantly and regularly undertake a review of its operations and activities with a view to identifying potential risks. Records will be reviewed and complaints identified addressed promptly. Any external risks that could impact on the Commission will be considered and action taken immediately. Stakeholder involvement will be the norm.

The Commission will assess each identified risk by establishing the likelihood (frequency) of it occurring and its impact. The Commission will handle the risk factor by such controls as: elimination; substitution; administrative action; and protection.

The Commission will manage risks by developing cost effective options that include: First, avoid the risk by changing management processes, equipment or material to achieve a similar outcome but with less risk. Second, if a risk can't be avoided, the Commission will reduce its likelihood and consequence through such activities as staff training, documenting procedures and policies, complying with legislation, maintaining equipment, practicing emergency procedures, keeping records safely, secured and contingency planning. Third, the Commission will transfer some or all risks to another party through contracting, insurance, partnerships or joint ventures. Lastly, accepting a risk may be the only option for the Commission.

At all times, the Commission will regularly monitor and review its risk management plan and ensure that control measures and insurance cover are adequate. Discussions will be held with all those concerned to ensure compliance.

Table 2.3 Risk Matrix

Source	Risk	Impact	Overall Rating	Risk Owner	Control Gaps	Risk mitigation Policies and Action Plans	Residual risk H,M,L
Human	Inadequate	H	H	EAC Secretariat	Approved positions not filled	Request for recruitment	H
Infrastructural	Un-renovated premises Not networked Lack of water	H	H	EAC Secretariat	Inadequate funding IT equipment not installed No water system	Request for increased budget Purchase IT equipment Source for water	H
		H	H				H
		H	H				H
Financial	Inadequate funds Delayed remittance	H H	H H	Partner States	Insufficient budget	Alternative resource mobilization Strict financial management	H M
Implementation	Functions and objectives not effected	H	H	Partner States EAC Secretariat	No clear Kiswahili policy in existence Lack of resources	Stakeholder consultations Advocacy and publicity	M
Legal	EAKC established under Protocol No Board of Management No Legal Officer	M	M	EAC Secretariat	EAKC Act not enacted	EAKC Bill drafted	M
		H	H	EAC Secretariat	Protocol does not provide for a Board Position not filled	Proposed amendment to the Protocol to include a Board of Management Request for recruitment	H
		M	M	EAC Secretariat			M
Competition	Existence of institutions and organizations similar to EAKC	M	M	ES	Commission not well-known	Commission to carry out advocacy and outreach work	M
Publicity	Low visibility	H	H	ES	Low publicity	Publicity campaigns Advocacy Branding	M

3

CHAPTER THREE

EAAC STRATEGIC PLAN FRAMEWORK

This chapter highlights the Commission's Vision, Mission and Corporate Values and spells out the strategic interventions to be pursued in the period 2016/17 - 2020/2021.

3.1 The Vision of the Commission

The vision of the Commission is to be the leading body in the promotion and coordination of the development and usage of Kiswahili for regional unity and sustainable social-economic development in Partner States.

3.2 Mission of the Commission

The Mission of the Commission is to coordinate and promote the development and use of Kiswahili for regional and international interaction for political, economic, social, educational, scientific and technological development of the Partner States.

3.3 Core values

The Commission is guided by the following core values:

- i) Professionalism;
- ii) Accountability;
- iii) Collegiality;
- iv) Efficiency and effectiveness;
- v) Innovation and creativity.

3.4 Global Development Objective

The general objective is derived from the Mandate of the Commission which is to coordinate and promote the development and use of Kiswahili for regional integration and sustainable development in the EAC and beyond. Priority Areas in this Strategic Plan have been developed from Objectives of the Commission as enunciated in the existing EAKC Protocol.

3.5 Priority Areas and Strategic Interventions

Six priority areas have been identified and will be realized through strategic interventions (targets).

*Priority Area 1: **To enhance political, economic and social unity within the East African Community.***

Strategic Interventions

- i) Promotion of the development and use of Kiswahili as a language of wider communication in EAC.
- ii) Amendment to the East African Treaty for the declaration and adoption of Kiswahili as one of the official languages of the EAC.

*Priority Area 2: **To encourage and develop mutually beneficial collaborations between and amongst Member Kiswahili Councils, Governments and other organizations, both public and private.***

Strategic Interventions

- i) Capacity building and management of Kiswahili institutions in Partner States.
- ii) Staff and student exchanges among Kiswahili institutions in Partner States and beyond.
- iii) Resource mobilization for various programmes and projects of the Commission.

*Priority Area 3: **Meet local, national and regional development needs***

Strategic Interventions

- i) Facilitation, coordination and harmonization of translations into and out of Kiswahili for Partner States and other stakeholders.
- ii) Translation and interpretation services offered to Partner States and other stakeholders.
- iii) Support for the teaching and learning of translation and interpretation.

*Priority Area 4: **Resolve issues in every appropriate sector of Kiswahili usage in East Africa***

Strategic Interventions

- i) Preparation and harmonization of EAC positions on Kiswahili.
- ii) Assessment of knowledge, attitudes and practice in the use of Kiswahili in Partner States.
- iii) Partnerships and collaborations with the media in Partner States on the development and use of Kiswahili.

*Priority Area 5: **Support and facilitate institutions involved in Kiswahili research, training and promotion.***

Strategic Interventions

- i) Initiation and strengthening of Kiswahili research in EAC and beyond.
- ii) Establishment of a comprehensive electronic network linking EAKC members between themselves and with research institutions elsewhere in the world.

- iii) Publication and dissemination of Kiswahili research findings.
- iv) Establishment of a database of Kiswahili research publications and findings.
- v) Institutional Capacity Assessment of training needs in Kiswahili.
- vi) Conduct training based on identified needs in Kiswahili

*Priority Area 6: **Institutional strengthening***

Strategic Interventions

- i) Amendment of the EAKC Protocol.
- ii) Establishment of the EAKC Board of Management.
- iii) Recruitment of staff at the EAKC Secretariat.
- iv) Training of EAKC staff and Board of Management members.

3.6 Strategic Outcomes

The foregoing development objectives, priority areas and strategic interventions will yield strategic outcomes as outlined in the Implementation Matrix (See Annex II).

4

CHAPTER FOUR

INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION AND COORDINATION

This Strategic Plan will be implemented with stakeholders and Commission staff jointly working together in a participatory and structured process so as to increase efficiency and enhance performance. The implementation of the Strategic Plan will inculcate suitable forms of communication, coordination and control to ensure that diverse efforts of individuals, groups of people and institutions are coordinated and promoted.

4.1 Establishment of the Commission

The rationale for the establishment of the Commission is captured in its mandate which is to coordinate and promote the development and use of Kiswahili for regional and international interaction for political, economic, social, cultural, educational, scientific and technical development of Partner States. This will be realized through advising Partner States in terms of research, teaching, learning and development of Kiswahili through policy formulation, knowledge generation and curriculum review and standardization of terminologies.

The Commission is headed by an Executive Secretary who is responsible for the overall management of the Commission in fulfilling its mandate. In executing his mandate, the ES will be assisted by two Deputy Executive Secretaries in charge of Finance and Administration; and Programmes and Projects respectively, in addition to other staff.

It is the duty and responsibility of the ES to also coordinate policy formulation on sustainable development and management of the Commission and oversee the implementation of its strategic framework.

4.2 Proposed Departments

The structure of the Commission provides for a total of thirty (30) members. When fully operational, the Commission is to have the following Departments:

- i) Human Resources;
- ii) Internal Audit;
- iii) Legal Office;
- iv) Research and Development;
- v) Curriculum Development;
- vi) Translation and Interpretation;
- vii) Accounts;
- viii) Budget Office;
- ix) Information and Documentation;
- x) Procurement;
- xi) Resource Mobilization.

4.3 Implementation Structure

A functional structure has been developed (see Annex I). This structure may be reviewed and improved with a view to achieving the desired goals and objectives.

4.4 Human Capital Establishment and Requirements

The most important asset of the Commission is the human resource. The Commission needs innovative ideas, synergy and skills while staff needs career growth, appropriate remunerations, recognition, training and development, and other opportunities. When the fit between staff and the Commission's systems is strong, both will win.

Table 4.1 Summary of EAKC Staff Establishment

No.	Current Establishment	Level	No. of positions	Positions filled	Vacant positions	Variance
A	Executive Staff					
1	Executive Secretary	D1	1	1	0	0
B	Professional Staff					
2	Deputy Executive Secretary (Finance & Administration)	P5	1	0	1	1
3	Deputy Executive Secretary (Programs and Projects)	P5	1	0	1	1
4	Principal Officer (Research & Development)	P3	1	0	1	1
5	Principal Officer (Curriculum Development, Policy & Training)	P3	1	0	1	1
6	Principal Officer (Translation & Interpretation/Advocacy)	P3	1	0	1	1
7	Principal Officer (Library & Documentation)	P3	1	0	1	1
8	Principal Officer (Administration)	P3	1	0	1	1
9	Principal Officer (Accountant)	P3	1	1	0	0
10	Principal Internal Auditor	P3	1	0	1	1
11	Principal Officer (Resource Mobilization)	P3	1	0	1	1
12	Principal Legal Officer	P3	1	0	1	1
13	Senior Officer (Budget)	P2	1	0	1	1
14	Senior Officer (Research & Development)	P2	1	0	1	1
15	Senior Officer (Curriculum Development)	P2	1	0	1	1

No.	Current Establishment	Level	No. of positions	Positions filled	Vacant positions	Variance
16	Senior Officer (Information, Communication and Technology)	P2	1	0	1	1
17	Senior Officer (Human Resource)	P2	1	1	0	0
18	Senior Officer (Monitoring & Evaluation)	P2	1	0	1	1
19	Senior Officer (Public Relations & Communication)	P2	1	0	1	1
20	Senior Officer (Policy & Training)	P2	1	0	1	1
21	Officer (Procurement)	P1	1	0	1	1
C	General Staff					
22	Accounts Assistant	G5	1	1	1	1
23	Senior Personal Secretary (Executive Secretary)	G5	1	1	1	1
24	Senior Personal Secretary (Deputy Executive Secretary)	G5	1	0	1	1
25	Personal Secretary Pool (PPs)	G4	1	0	1	1
26	Personal Secretary (Finance & Administration)	G4	1	0	1	1
27	Receptionist	G3	1	0	1	1
28	Security Assistant	G3	1	0	1	1
29	Office Attendant	G2	1	0	1	1
30	Driver (Executive Secretary)	G2	1	1	0	0
31	Driver (Pool)	G2	1	0	1	1
	Total		31	6	25	25

4.5 Financing the Strategic Plan

The implementation of this Strategic Plan depends on the availability of adequate resources. Currently, the Commission is supported by resources from EAC Partner States which are inadequate. To mitigate this challenge, this Plan vouches for a strategic, results-oriented, coherent and coordinated approach to mobilize significant additional resources from non-traditional sources such as private sector organizations, foundations or high-net worth individuals in order to expand and improve its base and capacity. This will be achieved through a strategy for donor engagement, fundraising and proposal writing, and managing high value fundraising projects, and partnership development. Active liaison with internal and external partners in the implementation of this Plan is a key goal of the Commission. Establishment and maintenance of collaborative relationships with EAC Organs and Institutions in order to share experiences on resource mobilization and fundraising strategies also forms part of the Commission strategy.

5

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

This Strategic Plan is set to be all-inclusive of stakeholders in its implementation, monitoring and evaluation. The Plan will take into account the need for a flexible approach and interventions may need to be combined, or better still, create variations within interventions.

5.1 Monitoring and Evaluation

Monitoring and evaluation of this Strategic Plan will be done in a participatory manner so as to secure a broader participation base and support for long-term sustainability. Participatory M&E will also serve as a mechanism for determining what works, what does not and why. Answers to these concerns will be synthesized for lessons learned that will help improve the Commission in the next phases of Strategic Planning.

A number of steps will be followed in Monitoring & Evaluation:

- i) A review will be done of baseline data gathered during the appraisal to determine whether the Commission is bringing the desired changes among the intended stakeholders;
- ii) M&E of the Plan will be anchored on targets and indicators of performance;
- iii) A variety of primary and secondary data sources and data gathering methods will be relied upon in M&E. These include project reports, minutes of meetings, and transcripts of interviews conducted;

- iv) Collected data will be analyzed using a variety of standards and indicators;
- v) Based on the data and information gathered, and guided by the standards and indicators in step four, a report will be prepared highlighting the changes brought about by project activities.

The process of gathering data and information about the progress of this Plan will be done periodically and will take various forms of evaluation.

Implementation of this Strategic Plan is a five-year process that will result in continuing improved performance by the Commission. The Commission will use a variety of documents to communicate with stakeholders its efforts to monitor and evaluate the Plan. These include the following:

- i) The Commission will prepare Quarterly Reports to inform stakeholders on its performance every three months. The Commission will make reports in January, April, July and October;
- ii) The Commission will develop Statistical Reports from information gathered annually. The report will give detailed insights into the development and use of Kiswahili in EAC and beyond. In cooperation with various stakeholders, the Commission will prepare and disseminate these reports that will serve as reference documents from which the broader public but more specifically Kiswahili stakeholders can retrieve interesting data;
- iii) The Commission will file Annual Reports. This will be comprehensive reports on the activities of the Commission throughout a preceding year intended to give Kiswahili stakeholders and other interested people information about the Commission's activities and financial performance. The Report will cover the implementation progress, achievements

and challenges faced by clearly indicating where the Commission has been in its mandate, where it is now, and where it's going. This report will be the Commission's accountability to stakeholders, the communication of an authentic Commission culture and the marketing of the Commission's brand awareness. The Commission will use the Report to articulate its values and connect with stakeholders and others interested in its work and create enlightened relationships. Annual Reports will the Commission's culture as it aspires to elicit trust from stakeholders. Apart from being a distinctive marketing tool, the report will make the Commission visible and strengthen engagement with stakeholders through their feedback;

- iv) A mid-term evaluation will be conducted for the Strategic Plan. This will serve the Commission by providing an overall assessment of the performance while providing opportunity for critical assessment of the Plan. The evaluation will help in decision-making also assist with taking stock of lessons from experience in the first two and half years of the Commission. Based on the report, appropriate actions will be identified in design, implementation and management of the Plan. The experience will give a means to identify reorientations and improve the quality and relevance of the Commission in the remainder of the programming period;
- v) In the course of its work, the Commission will prepare Special/ Technical Reports addressing specific issues prepared for sponsors of research projects. They will describe process, progress and results of research or the state of a research problem;
- vi) The Commission will write both a Reflective Statement and Summative Report at the end of the Strategic Plan 2017-2022 cycle. The documents will present an official summary of the Commission experience and will evaluate programmes and projects plus their performance. The findings will form the basis for future planning of the Commission.

5.2 Monitoring tools.

Effective monitoring is a critical element of this Plan as it supports informed and timely decision making by Commission Secretariat and stakeholders. The Commission will rely on Results Oriented Reporting and Monitoring that supports quality assurance, financial control, monitoring of results during implementation and evaluation of policies and programmes.

Among the tools to be used for effective monitoring of this Plan are:

- i) Clear Implementations Plans (For instance Work Plans; AOPs; Project Plans);
- ii) Relevant information;
- iii) Appraisal Reports;
- iv) Data Analysis;
- v) Reviews;
- vi) Budget and Audit Reports;
- vii) Monitoring Plan;
- viii) Screening Table;
- ix) Quality Criteria and Standards;
- x) Field Visits.

5.3 Reporting

The success of the Commission in implementing this Plan depends on feedback from stakeholders. This information on performance expected and performance exhibited is considered crucial for adjustment and improvement of current and future actions and behaviors of all those charged with various responsibilities. Hence, the Commission will build and maintain communication with as many Kiswahili stakeholders as it can.

The Commission will consistently search ways for continuous improvement based on feedback from across the entire spectrum

– customers, clients, employees, suppliers, vendors, and stakeholders. The Commission will not only accept feedback, it will deliberately ask for it. Good feedback is helpful when it highlights both strengths as well as weaknesses and the Commission will look forward to this.

Among the methods the Commission will rely on for feedback are both formal and informal and include: employee survey; performance appraisal; training evaluation; speaking to individuals and groups of people. Constant feedback is important to help the Commission remain aligned to objectives, create strategies, service improvements, improve relationships, and increase performance. Others include the following:

- i) Stakeholder meetings: The Commission will look for regular opportunities to provide information, and seek comment and feedback, directly with stakeholders;
- ii) The Media – both print and electronic: The Commission will as much as possible use newsletters, posters, newspapers, journals, magazines and specific project reports as methods for communicating about activities, results and lessons learned. Kiswahili is widely used on radio in many parts of the world. Radio will be a particularly effective medium to communicate about the Commission. Televisions are also increasingly using Kiswahili and consideration will be given to using local, national, regional and global TV stations to explain what the Commission is doing and achieving.
- iii) Photos/Film/Video/CD: These will be used to communicate on the Commission's work.
- iv) Web-based sites: They are a very useful way of making information about the Commission available;
- v) Seminars and conferences: Will be used to communicate about the Commission.

5.4 Review of the EAKC Strategic Plan

This Strategic Plan will be subjected to two reviews: mid-term review and end-of-cycle review. The two will provide findings and recommendations based on the first half and total five years of implementation of the Strategic Plan. The purpose of these reviews is to focus on the “*big picture*” providing both a retrospective view of the effectiveness of the Commission Strategic Plan, and a prospective view of the defining characteristics and supportive priorities to be considered for the next plan. Specific objectives for the reviews are: to provide insights and recommendations for the final period of the current Strategic Plan; and to highlight issues for the development of the next Strategic Plan. The reviews of the Strategic Plan will be conducted by a Strategic Plan Review Committee appointed by the Executive Secretary.

Table 5.1 Implementation Matrix
5.5 Implementation Matrix (See Annex II).

Development Objective: To coordinate and promote the development and use of Kiswahili in East Africa and Beyond.

Priority Area 1: To enhance political, economic and social unity within the East African Community.

Strategic Outcome	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget (USD)
Kiswahili developed and used for sustainable development and regional integration within the EAC	2016/7-2020/1	-Promotion of the development and use of Kiswahili as a language of wider communication in the EAC -Amendment to the East African Treaty for the declaration and adoption of Kiswahili as an Official Language of the EAC.	-Ensure Kiswahili is systematically developed and effectively used to achieve EAC's sustainable development and regional integration goals. -Have the East African Treaty amended and Kiswahili declared one of the Official Languages of EAC.	Increase in the number of EAC citizens who understand, appreciate and use Kiswahili. - The East African Community Treaty amended and Kiswahili declared one of the Official Languages of EAC.	EAC Secretariat, EAC Secretariat, Partner States & other Kiswahili stakeholders	3,022,600.00

Priority Area 2: To encourage and develop mutually beneficial collaborations between and amongst Member Kiswahili Councils, Governments and other organizations, both public and private.

Strategic Outcome	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget
Collaborations developed between Kiswahili institutions and stakeholders	2016/7-2020/1	-Capacity building and management of Kiswahili institutions in Partner States. -Staff and student exchanges among Kiswahili institutions in Partner States and beyond. -Resource mobilization for various programmes and projects of the Commission.	-Build capacity and assist with the management of Kiswahili institutions in Partner States. -Facilitate staff and student exchanges among Kiswahili institutions in Partner States. -Mobilize resources for various programmes and projects of the Commission.	-Capacity of Kiswahili institutions built and their management enhanced. -Staff and students exchanged amongst Kiswahili institutions in the EAC and beyond. -Resources mobilized for EAKC programmes and projects.	EAKC Secretariat, Partner States & other stakeholders	2,710,000.00

Priority Area 3: To meet local, national and regional development needs.

Strategic Intervention	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget
Local, national and regional development needs identified and addressed	2016/7-2020/1	-Facilitation and coordination of translations into and out of Kiswahili for Partner States and other stakeholders. -Translation and interpretation services offered to Partner States and other stakeholders. -Support for the teaching and learning of translation and interpretation.	-Translations into and out of Kiswahili carried out for Partner States and other stakeholders. -Translation and interpretation services offered to Partner States and other stakeholders. -Translation and interpretation introduced in institutions of learning in EAC Partner States	-Documents for Partner States and other stakeholders translated into and out of Kiswahili. -Translation and interpretation services available for Partner States and other stakeholders. -Translation and interpretation courses and classes introduced.	EAKC Secretariat, Partner States & other stakeholders	1,250,000.00

Priority Area 4. To resolve issues in every appropriate sector of Kiswahili usage in East Africa

Strategic Outcome	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget
Issues in every appropriate sector of Kiswahili use in East Africa resolved.	2016/7-2020/1	Preparation and harmonization of EAC positions on Kiswahili.	EAC positions on Kiswahili prepared and harmonized.	Kiswahili country positions prepared and a harmonized EAC Kiswahili position developed.	EAKC Secretariat, Partner States & other stakeholders	2,000,000.00
Issues in every appropriate sector of Kiswahili use in East Africa resolved.	2016/7-2020/1	Assessment of knowledge, attitudes and practices in the development and use of Kiswahili in Partner States	Knowledge, attitudes and practices in the development and use of Kiswahili in Partner States assessed.	Data on the knowledge, attitudes and practices in the development and use of Kiswahili in Partner States gathered.	EAKC Secretariat, Partner States & other stakeholders	
Issues in every appropriate sector of Kiswahili use in East Africa resolved.	2016/7-2020/1	Partnerships and collaborations with stakeholders in Partner States on the development and use of Kiswahili.	Partnerships and collaborations between EAKC and Kiswahili stakeholders in Partner States established.	EAKC and Kiswahili partner and collaborate to resolve issues in every sector of Kiswahili use in the EAC.	EAKC Secretariat, Partner States & other stakeholders	

Priority Area 5: Support and facilitate institutions involved in Kiswahili research, training and promotion.

Strategic Outcome	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget
Institutions involved in Kiswahili research, training and promotion supported and facilitated.	2016/7-2020/1	Initiation and strengthening of Kiswahili research in the EAC and beyond.	Institutions involved in Kiswahili research supported and facilitated.	Kiswahili research initiated and strengthened in the EAC and beyond.	EAKC Secretariat, Partner States, research institutions & other stakeholders	1,320,000.00
Institutions involved in Kiswahili research, training and promotion supported and facilitated.	2016/7-2020/1	Establishment of a comprehensive electronic network linking EAKC members between themselves and with Kiswahili research institutions elsewhere.	A comprehensive electronic network linking EAKC members themselves and with Kiswahili research institutions in EAC and elsewhere established.	Collaborations and networks between EAKC members and research institutions involved in Kiswahili in the EAC and beyond.	EAKC Secretariat, Partner States, research institutions & other stakeholders	
Institutions involved in Kiswahili research, training and promotion supported and facilitated.	2016/7-2020/1	Dissemination of Kiswahili research findings.	Kiswahili research findings disseminated using a variety of fora and media.	Publication and dissemination of Kiswahili research findings.	EAKC Secretariat, Partner States & other stakeholders	

Priority Area 6: Institutional strengthening

Strategic Outcome	Timeframe	Strategic Interventions	Targets	Performance Indicators	Responsibility	Estimated Budget (USD)
East African Kiswahili Commission strengthened.	2016/7-2017/8	Amendment of the Protocol establishing the East African Kiswahili Commission.	Strengthening operations and functions of EAKC through amended Protocol.	Protocol establishing the EAKC amended	EAKC Secretariat, EAKC Secretariat, Partner States & other stakeholders	
East African Kiswahili Commission strengthened.	2016/7-2017/8	Establishment of an EAKC Board of Management.	EAKC Board of Management established.	EAKC Board of Management Members nominated and meetings held	EAKC Secretariat, Partner States & other stakeholders	
East African Kiswahili Commission strengthened.	2016/7-2020/1	Recruitment of staff at the EAKC Secretariat	Additional staff	Number of new members of staff increased.	EAKC Secretariat, Partner States & other stakeholders	11,600,000.00
East African Kiswahili Commission strengthened.	2016/7-2020/1	Training of EAKC Board and Secretariat staff	EAKC Board and staff trained on governance.	Training of EAKC Board members and staff undertaken	EAKC, Partner States & other stakeholders	
GRAND TOTAL FOR THE IMPLEMENTATION OF THE EAKC STRATEGIC PLAN 2016/7-2020/1						23,334, 000.00

Annex I: EAKC Organogram

STAFFING ORGANOGAM FOR EAST AFRICAN KISWAHILI COMMISSION

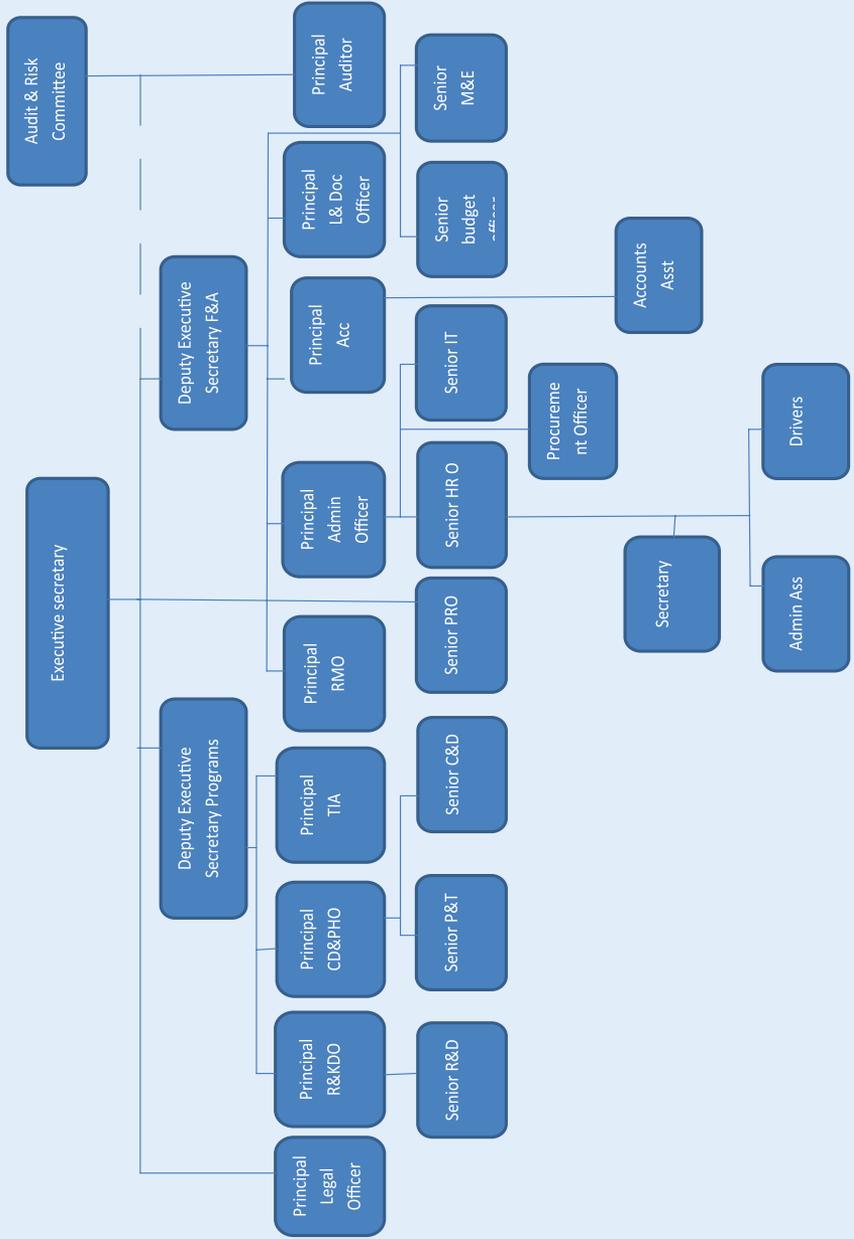


Table 5.2 Summary of EAKC Staff Establishment.

No.	Current Establishment	Level	No. of positions	Positions filled	Vacant positions	Variance
	Executive Staff					
1	Executive Secretary	D1	1	1	0	0
	Professional Staff					
2	Deputy Executive Secretary F&A	P5	1	0	1	1
3	Deputy Executive Secretary Programs	P5	1	0	1	1
4	Principal Officer (R&D)	P3	1	0	1	1
5	Principal Officer (CD, P&T)	P3	1	0	1	1
6	Principal Officer (T&I)	P3	1	0	1	1
7	Principal Officer (L&D)	P3	1	0	1	1
8	Principal Officer (Admin)	P3	1	0	1	1
9	Principal Officer (Acct)	P3	1	1	0	0
10	Principal Internal Auditor	P3	1	0	1	1
11	Principal Officer (Resource Mobilization)	P3	1	0	1	1
12	Principal Legal Officer	P3	1	0	1	1
13	Senior Officer (Budget)	P2	1	0	1	1
14	Senior Officer (R&D)	P2	1	0	1	1
15	Senior Officer (CD)	P2	1	0	1	1
16	Senior Officer (IT)	P2	1	0	1	1

No.	Current Establishment	Level	No. of positions	Positions filled	Vacant positions	Variance
17	Senior Officer (HR)	P2	1	1	0	0
18	Senior Officer (M&E)	P2	1	0	1	1
19	Senior Officer (R&D)	P2	1	0	1	1
20	Senior Officer (P&T)	P2	1	0	1	1
21	Officer (Procurement)	P1	1	0	1	1
	General Staff				1	
22	Accounts Assistant	G5	1	0	1	1
23	Senior Personal Secretary (ES)	G5	1	0	1	1
24	Senior Personal Secretary (DES)	G5	1	1	1	1
25	Personal Secretary (PPS)	G4	1	1	1	1
26	Personal Secretary (F&A)	G4	1	0	1	1
27	Receptionist	G3	1	0	1	1
28	Security Assistant	G3	1	0	1	1
29	Office Attendant	G2	1	0	1	1
30	Driver (ES)	G2	1	1	0	0
31	Driver (Pool)	G2	1	0	1	1
	Total		31	6	25	25

Key

DES Deputy Executive Secretary
ES Executive Secretary
F&A Finance and Administration
PPS Personal Secretary