



East Africa Law Society Strategic Plan

2017-2021



Plot No.6 Corridor Area, Off Janduu Road
P.O.Box 6240, Arusha, Tanzania
Tel/Fax: (+25527) 2543226/7
Tel: (+25527) 2543226
Cell: (+255786)821010
Email: info@ealawsociety.org
www.ealawsociety.org

“

**The essence of
strategy is
choosing what
not to do.**

”

Michael Porter

Dear Friend,

On behalf of the Governing Council, Secretariat and the broad membership of the East Africa Law Society, we take great pleasure in introducing the EALS Strategic Plan 2017 to 2021.

We asked members and stakeholders across all partner states what kind of society they want us to be and what direction the society needs to take for the next five years. We listened, and this strategic plan is the result.

Members want EALS to be a valued regional bar association that promotes the profession, rule of law, democracy and human development. To do this well, we must put members at the heart of everything we do—and that is the central part of our new strategy.

Our members want us to be the voice of the profession across the region, helping advocates succeed whether they are in their law firms, in corporate organizations or anywhere else. This strategic plan enables us to do so. It sets out strategic aims and initiatives that build on what the society has achieved since 1995 and outlines a plan for EALS to be more sustainable.

The strategic aims include;

- a stronger focus on membership engagement,
- increasing and diversifying income,
- building a self-sustaining institution,
- promoting the profession,
- delivering innovative programs that serve the EAC and
- increasing the EALS brand value

The governing council has committed to these strategic aims. We have also produced a detailed implementation plan alongside this strategic plan to guide the secretariat for the next five years. We welcome your partnership and ask that you join us in this endeavor to make the EALS the valued society we want.

Richard Mugisha
President

Hannington Amol
CEO

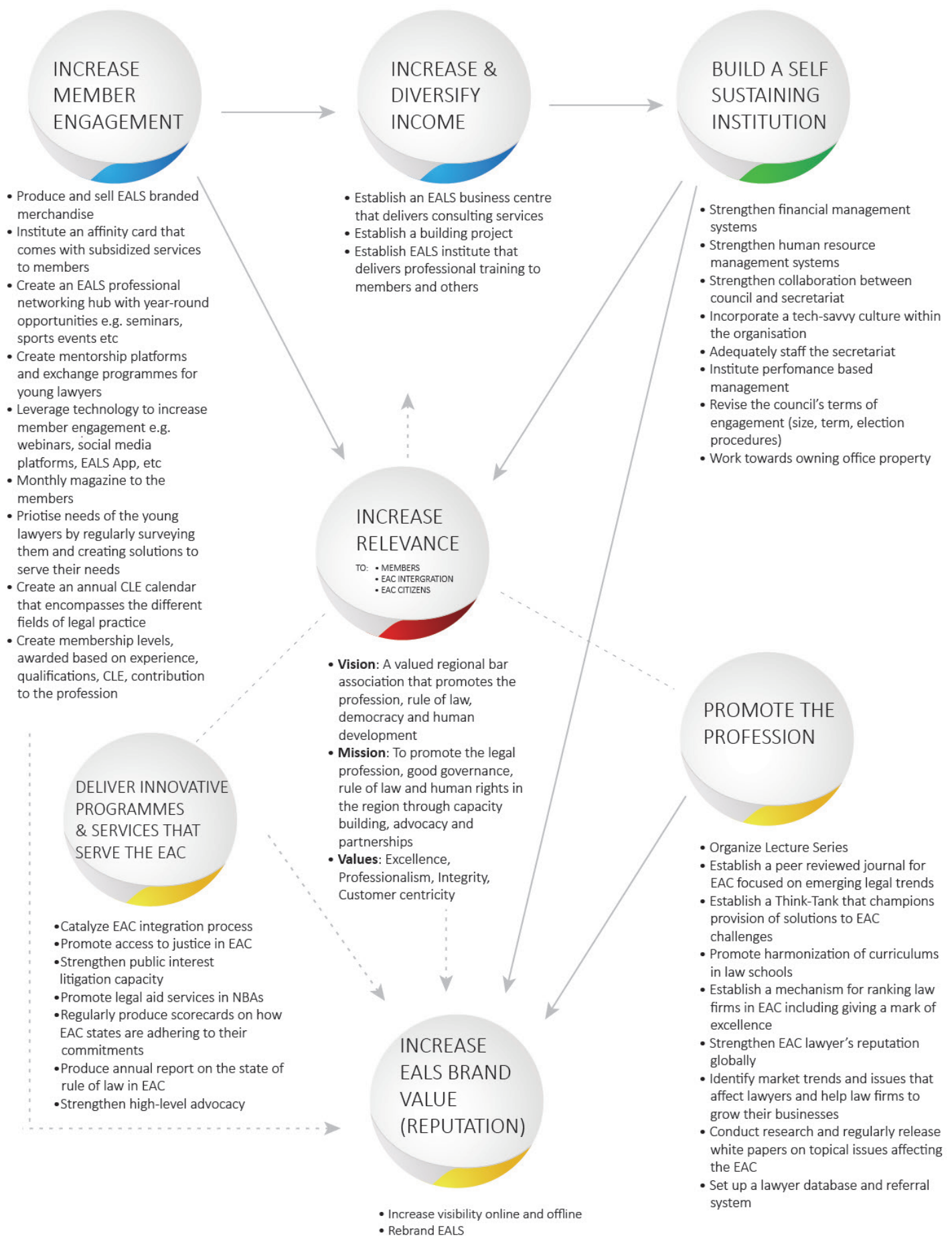


Table of Contents

1.0 INTRODUCTION	6
1.1 HOW THIS STRATEGIC PLAN WAS DEVELOPED	7
1.2 ABOUT THE EALS.....	8
1.3 THE CHALLENGES FACING THE SOCIETY	8
Great Expectations	9
Institutional Sustainability.....	9
New Media and Member Engagement	9
2.0 NEW STRATEGIC DIRECTION	10
2.1 SUCCESSES TO BUILD UPON	10
2.2 STRATEGIC INTENT	11
2.2.1 Our Vision.....	11
2.2.2 Our Mission	11
2.2.3 Our Values	11
2.3 HOW WE WILL WORK	12
2.3.1 Representation And Promotion	12
2.3.2 Regulation and Support	12
2.3.3 Public Interest	13
3.0 SITUATIONAL ANALYSIS	14
4.0 THE EALS STRATEGY.....	18
4.1 STRATEGIC FRAMEWORK	19
4.2 STRATEGIC AIMS AND INTERVENTIONS	20
4.2.1 Increase Member Engagement	20
4.2.2 BUILD A SELF-SUSTAINING INSTITUTION	21
4.2.3 PROMOTE THE PROFESSION	26
4.2.4 DELIVER INNOVATIVE PROGRAMMES AND SERVICES THAT SERVE THE EAC..	27
4.2.5 INCREASE AND DIVERSIFY INCOME	28
4.2.6 ENHANCE BRAND VALUE	30
5.0 STRATEGY EXECUTION.....	32
5.1 Implementation Plan.....	32
5.2 Summary Budget by Strategic Aim.....	34
5.3 Monitoring and Evaluation Framework.....	35
5.4 Risk Analysis.....	38



1.0 INTRODUCTION

The East Africa Law Society (EALS) has not had a substantive strategic plan to guide its operations; yet members and key stakeholders expect the society to do more to elevate the legal profession in East Africa to a position where it can compete favourably across Africa and globally. Additionally, it is the intent of the society to be financially sustainable within the next few years and to demonstrate greater value for money for members. It is against this background that the EALS Governing Council commissioned the development of this strategic plan.

“Building a visionary company requires one percent vision and 99 percent alignment.” —Jim Collins and Jerry Porras, Built to Last

1.1 HOW THIS STRATEGIC PLAN WAS DEVELOPED

In the development of this strategic plan, a qualitative approach was undertaken that included a comprehensive review of key documents for the EALS, National Law Societies (NLS), and the East African Community (EAC); an assessment of key success factors among member associations and benchmarking of umbrella bar associations in Africa and internationally. The process also included key informant interviews and focus group discussions that considered a representative spread of key stakeholders. Representatives from each bar association across all member countries were consulted. The consultants worked to ensure that there was a fair representation of the young lawyers, development partners, senior lawyers, the East African Court of Justice (EACJ) and former leaders of the EALS. A quantitative survey was also fielded among members across all National Law Societies. The EALS Strategic Planning Committee, guided the choice of the key stakeholders. The committee also guided the development of tools used for stakeholder analysis, key informant interviews and the members' survey and approved the overall methodological approach to the strategic planning process. Overall, there were 35 key informants and 191 Members consulted for this strategic planning exercise.

The consulting team synthesized the feedback from members and stakeholders into insights that informed a two-day strategic planning retreat held in Kigali, Rwanda where 30 key stakeholders—majority of them EALS council members and secretariat staff—deliberated on the thematic areas that the strategic plan must address. The retreat also developed the strategic framework providing direction for the next five years—outlining how the society will deliver its strategic intent. This strategic framework formed the blueprint that the secretariat—guided by the consulting team—used in a performance improvement planning process to create a detailed implementation plan, monitoring and evaluation plan and budget for this strategic plan.

The strategy development process was highly participatory in order to have the principals required for its effective implementation at the core of its development. As such the secretariat, the governing council and its strategic planning committee were central throughout the process of critically evaluating the challenges and opportunities facing the society, and the capacity of the secretariat to exploit the opportunities and to address the challenges facing the society. The team also identified priority areas where the EALS should focus in order to achieve its strategic intent and clarified the vision of success for the next five years.



1.2 ABOUT THE EALS

The East Africa Law Society is the umbrella Regional Bar Association of East Africa founded in 1995. It is a dual membership organization, limited by guarantee, bringing together individual lawyer members as well as the six (6) National Law Societies of: Burundi Bar Association, Law Society of Kenya, Rwanda Bar Association, Tanganyika Law Society, Uganda Law Society and Zanzibar Law Society. It has a specific focus on the professional development of its members as well as promotion of constitutionalism, democracy and good governance, the rule of law and the advancement, promotion and protection of human rights in East Africa.

1.3 THE CHALLENGES FACING THE SOCIETY

The EALS is facing some of the greatest challenges since its inception. The society derives its mandate and influence from the membership; yet majority of the members don't have a strong connection to the organization and some see little value in maintaining their membership. Even where the society has performed well, members are unaware of key successes—perhaps a result of the society's inability to promote its activities and achievements among members and its lackluster member driven product portfolio. The society must innovatively develop better services for existing and future members. Additionally, the EALS dependency on member subscription to run its operations at a time where many members don't appreciate the value and relevance of the society and are therefore unwilling to pay higher subscription fees, adds to the risk of not sustaining its programs. Development partner funding of EALS programmes has also tapered off in the past five years, due to changing donor priorities.

The society has also lagged behind in meeting the needs of its largest constituency—the young lawyers. The demographics of the region dictate that organizations such as the EALS where 70 percent of its members are youth below 35 years, focus on innovative products and services and programmes that address the needs of youthful lawyers. Moreover, the organizational culture must also reflect this reality with a dynamic and innovative, tech savvy, businesslike way of life that is akin to a private sector enterprise even when operating in the civil society space—a culture the society is yet to adopt.



Great Expectations

To whom more is given more is required. With EALS' growing membership, has come a greater responsibility. The EALS is now expected by the public, its members and other key stakeholders to be at the forefront of thought leadership on how the legal profession can contribute more to the social and economic transformation of society beyond its historic focus on governance and the rule of law. The EALS is expected to lead thinking on how to better facilitate business, trade and investment within the region in line with the EAC integration agenda and also to contribute to sustainable and inclusive social development. More is expected particularly in bringing key stakeholders together to rethink how to address the growing inequality in East Africa and the advancement, promotion and protection of human rights in East Africa, climate change and the environment and child rights.

On the trade and industry side, the EALS is expected to provide a platform that can harness synergy among East Africa's law firms to improve their competitiveness and ability to participate in the global legal services market. Moreover, with the prospects of the nascent extractive industries following the latest developments in the oil and gas sector in Uganda and Kenya, more will be needed from the profession to avoid the 'oil curse' for the peoples of East Africa.

Institutional Sustainability

The EALS secretariat has been perennially understaffed. The organization has been running a deficit budget for the past two years and was only able to get a surplus in 2016. Nonetheless, the surplus was a result of stronger cost-cutting measures as the total revenue has been in decline. If this trend were maintained, the organization would not be sustainable. This strategic plan therefore addressed this with strategies aimed at increasing and diversifying funding; an assets acquisition plan, and strong efforts to improve the brand value of the society in ways that can attract more development partners support and more willingness from members to pay higher subscription.

New Media and Member Engagement

As the relevance of traditional media wanes and the proliferation of social media marketing increases, the EALS recognizes the need to embrace digital marketing platforms to increase member engagement and to strengthen its communications capabilities. The society has achieved so much each year in areas such as public interest litigation, rule of law, high level advocacy, the promotion of human rights and good governance but only a handful of its members are aware of these successes. Many professional membership organizations are leveraging social media platforms to connect more and engage with their members, to exchange ideas, have real-time dialogue, increase a sense of community; to increase brand visibility; and even utilize these digital platforms for delivery of continuous professional development (CPD) programs. In the next five years, EALS intends to step up social media membership engagement as a core component of this strategic plan.

These challenges all point to a deficit of relevance and value for money from the perspective of members and stakeholders. This strategic plan seeks to address this through six strategic aims that all work towards delivering more value and relevance to members and stakeholders.

*"Vision without action is a daydream. Action without vision is a nightmare." —
Japanese proverb*

2.0 NEW STRATEGIC DIRECTION

Cognizant of the challenges the society faces in furtherance of its mission, the society plans to leverage its strengths and to build on its successes to deliver six strategic aims—all of which provide a new strategic direction for the society.

2.1 SUCCESSES TO BUILD UPON

The society has grown by leaps and bounds since its inception in 1995, and now has more than 15,000 individual members and six National Law Societies. This growth is not just in numbers but the EALS has been instrumental in promoting the rule of law, respect for human rights, and enhancing the visibility of the legal profession within East Africa. The EALS has been at the forefront of legislative and policy advocacy activities and public interest litigation in the region. The EALS has a strategic role to work more closely with the regional parliament, development partners and the National Law Societies on issues of constitutionalism and democratic governance in East Africa. In furtherance of its mandate, the EALS has registered support from the East African Community Organs and Institutions, as well as other regional Bar Associations such as the Southern Africa Development Cooperation (SADC) Law Association and the International Bar Association (IBA).

Additionally, EALS has observer status within the EAC treaty and the African Union (AU). The society has also been recognized as a priority partner by the EACJ and the African Charter on Human and Peoples Rights (ACHPR) in promoting access to justice and protecting human rights and fundamental freedoms. This positions the society very well to deliver this new strategic direction to further strengthen its position as the premier umbrella bar association in the region.



However beautiful the strategy, you should occasionally look at the results.” —Sir Winston Churchill

2.2 STRATEGIC INTENT

In this strategic plan, the society reaffirms its commitment to promoting access to justice, protecting the public interest and promoting the profession and supporting the wellbeing of its members. Additionally, the society recognises the need to be more financially sustainable in order to serve its mandate. The society has therefore fine-tuned its vision, mission and values for the next five years as follows:

2.2.1 Vision

The vision of the East Africa Law Society is to be a valued regional bar association that promotes the profession, rule of law, democracy and human development.

2.2.2 Mission

The mission of the East Africa Law Society is to promote the legal profession, good governance, rule of law and human rights in the region through capacity building, advocacy and partnerships.

2.2.3 Values

The EALS is guided by these truths in its day-to-day decision making and how its members behave

1. **Excellence:** EALS will be known for excellence. Providing best in class service for all its stakeholders. The EALS brand will be a superior brand in the mind of members and stakeholders.
2. **Professionalism:** EALS will be guided by the highest standards of international best practices, with its staff and members businesslike in their way of work. EALS staff will be known to deliver services on time, every time and with the highest quality of service. They will celebrate the diversity within the society and be impartial and equitable.
3. **Integrity:** EALS staff will at all times maintain the highest standards of integrity and will demand the same level of integrity from its members, consultants and those with whom they do business.
4. **Innovation:** EALS staff will constantly enlist new ways of delivering services to members. The society will be driven by innovative initiatives in its programming, the use of technology in its operations and in delivering more value for money.
5. **Customer-centric:** EALS will be member focused at all times, knowing that its mandate is driven from the members and their respective National Law Societies. As such collaboration with National Law Societies will be a central way of work. In the design and delivery of its services, EALS will seek to understand its members' needs, making sure that it is accountable to members and always delivers value for money.



"You've got to think about big things while you're doing small things, so that all the small things go in the right direction."

—Alvin
Toffler

2.3 HOW WE WILL WORK

As a regional bar association, the EALS reaffirms its commitment to the three core functions of a bar association of its kind. To represent the profession, to regulate the profession and to protect the public interest.

2.3.1 Representation And Promotion

EALS will be the premier association that represents the profession within EAC and beyond. The society will build a strong advocacy capability and a strong brand so that when the EALS speaks to policy makers on behalf of lawyers it's listened to. EALS will be the voice of objectivity across the region, defending the rights of advocates whether they are in their law firms, in corporate organizations or anywhere else. EALS will lobby and negotiate as a block to attract premier services that its members need at a reduced cost, for example, through the affinity card services.

The EALS will market its members at the regional and global level with a view to enhance the public's view of the profession as whole.

EALS will be a strong partner and advisor to the EAC, for instance in leveraging its advisory capacity, the society will proactively produce advisory memos and policy briefs for the EAC before things go wrong and guide them on what to do to mitigate risks that the EALS would have seen on the horizon through its regular monitoring and scanning of the governance, rule of law and human rights environment in the EAC.

2.3.2 Regulation and Support

The EALS was set up as a company limited by guarantee with the National Law Societies as the guarantors. Unlike National Law Societies that are set up by statute, the EALS relies on NLSs for its



membership and as such has diminished powers to regulate. Nonetheless it has a role to play in the regulation of its members and their professional affairs.

As practice at the EACJ grows and the EALS programmes expand beyond public interest advocacy and litigation, and litigation for commercial trade integration, the EACJ court will invaluable need help to improve the quality of the lawyers that represent clients and the government. The EALS will be its partner of choice that can help to organize lawyers and ensure that they meet a minimum competence. In performing this regulation role, EALS will develop standards and a code of practice to guide lawyers. Even though such standards are not binding, they will provide a quality assurance framework that supports EALS members to raise their capabilities. The EALS will provide a platform for lawyers practicing at the EAC level to pool capabilities and share knowledge, as well as adhere to a higher standard of practice. In so doing, the EALS will raise the profile of EAC lawyers that practice EAC law and make them more competitive than law firms outside of the EAC that are currently practicing EAC law. The society will also encourage its members to engage more in trade law issues and business law issues that they could litigate at the EACJ instead of struggling to litigate these same issues at national level, where it is much more complicated because of huge case backlogs and other challenges. Support to members will include training them in EAC integration and areas of litigation at EACJ that are in the interest of their clients.

Support will also include providing a rich and diverse continuous professional development curricular that caters to not only a variety of practice areas but also the trending issues in the EAC that the legal profession must have knowledge of. Support will also extend to mentorships for women and young lawyers and lecture series on key issues lawyers must know.

2.3.3 Public Interest

As a professional association, the EALS serves the EAC public in ways that add value to the public. This in itself is good citizenry on the organization's part and is expected by the general public. It however also improves the esteem with which the public holds both the EALS and the law profession thereby improving the EALS brand. Indeed, this is a service that EALS has come to be associated with.

EALS has consistently engaged in public interest litigation at the EAC and according to stakeholders, has done much better than any other regional bar association in Africa. EALS has been bold, innovative, and courageous in litigation. This has established a good foundation for public interest litigation in the next five years.



2.3.3.1 Strengthen Public Interest Litigation Capacity

Although some senior lawyers have been involved in recent years, public interest litigation has been left largely to the lean EALS secretariat—limiting the number of cases that EALS would ultimately address given the level of priority attached to this area. This strategic plan calls for an increase in number and diversity of cases. The EALS will need to strengthen the capacity of the secretariat to engage in public interest litigation through increasing the number of advocates on its litigation team and diversifying the areas of litigation to include trade, health, environment and other pressing issues affecting the peoples of East Africa.

2.3.3.2 EAC Integration

Another area the EALS will address in the public interest will be to strengthen its catalyst role for the EAC integration. Historically, the EAC has looked at the EALS to provide guidance on critical issues of integration. For example, when the EAC partner states agreed to fast-track political integration, unlike other professional associations and bodies that simply expressed support for or against the integration, the EALS proactively wrote a memo to the committee on fast-tracking integration expressing support and along with the memo provided an outline for a constitution for a federal East Africa as a framework to guide the process. This outline has since then become the reference draft constitution for the EAC.

2.3.3.3 Leading Think Tank

Continuing with this proactive tradition, the EALS will conduct research on the major issues that the EAC community is facing, especially around economic integration, improving trade and building EAC economies, building industries, protecting the environment and other areas that affect the people of East Africa to proactively provide thought leadership. In this regard, the EALS will encourage its members to lead debate on critical issues through regular and incisive blogs on topical issues—thereby generating content that, whenever necessary can be distilled into policy advisory memos that the EALS will give the EAC, member states or other relevant actors.

3.0 SITUATIONAL ANALYSIS

This section provides a summary of the internal and external environment analysis that the society is facing. The current challenges and opportunities and consequent implications for strategy are outlined.



Factors Examined	Issues Identified	Implications for Strategy
Political	<ul style="list-style-type: none"> EALS has observer status with the African Union Commission and the East African Community EAC has increased drive towards integration 	<ul style="list-style-type: none"> Catalyze EAC Integration
Economic	<ul style="list-style-type: none"> EAC focusing on global competitiveness for faster and sustainable economic growth EAC has inappropriate legislative and institutional frameworks for managing a robust financial sector With slowing economic growth. Firms are adopting low-cost strategies leading to trends towards in-house lawyers. Law firms will need greater support from EALS The continued search for high growth markets in a globalized economy is driving international firms into African markets 	<ul style="list-style-type: none"> Expand role of EALS in EAC beyond democracy and rule of law; foster economic growth Expand EALS services and support to law firms/entrepreneurs to grow their businesses Promote and equip EAC lawyers to compete globally
Social	<ul style="list-style-type: none"> The youth bulge in East Africa means the young lawyers are the future of the EALS 	<ul style="list-style-type: none"> Develop youth-focused programs and senior-young lawyer mentorships
Technological	<ul style="list-style-type: none"> Expectation by members of increased speed, and ability to communicate and transact via mobile devices Increased case information exchanged online requiring greater reliance on IT infrastructure and cyber security. East Africa offers the lowest internet costs on the continent 	<ul style="list-style-type: none"> Adapt tech-savvy culture

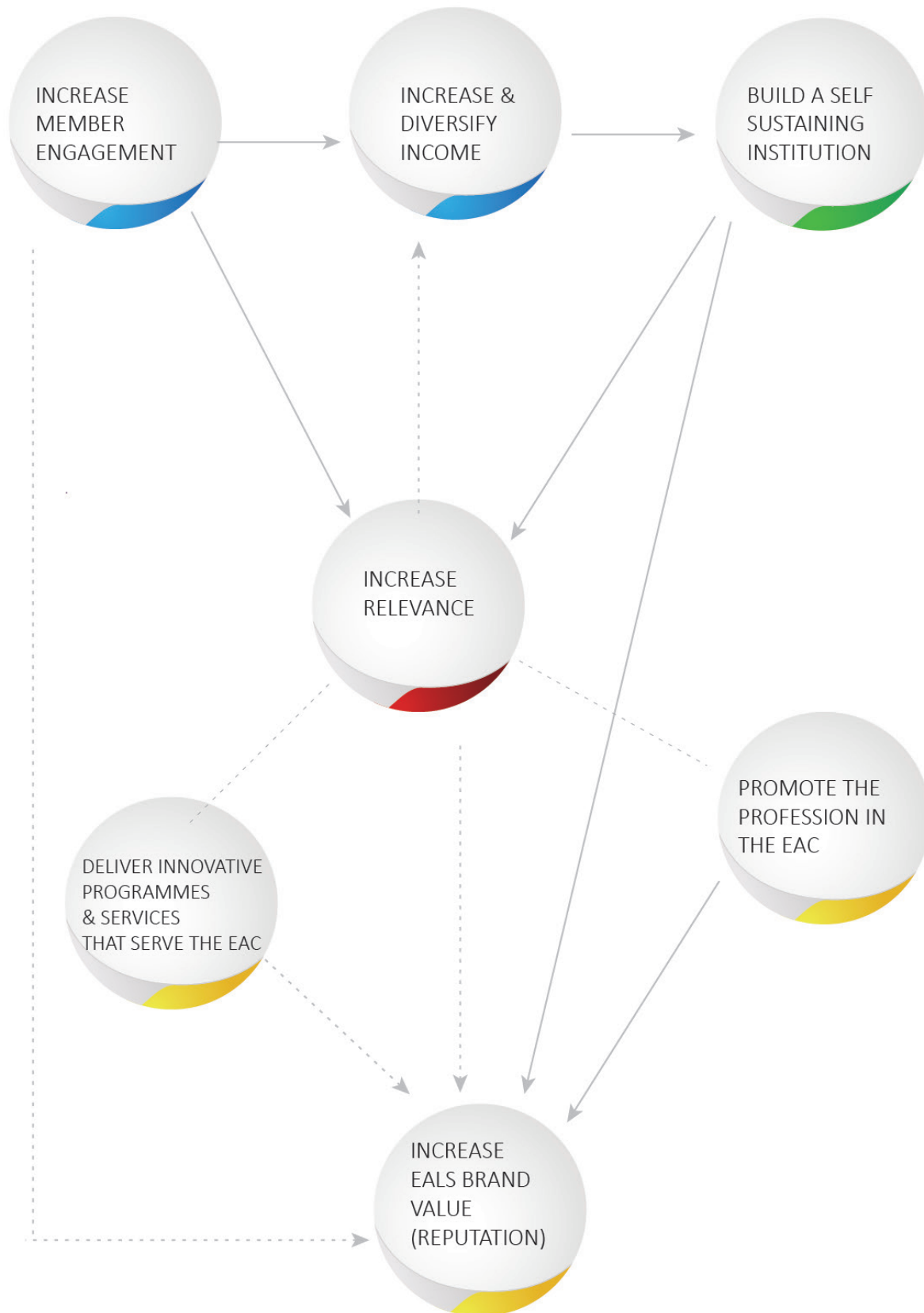
“Strategy is a pattern in a stream of decisions” —Henry Mintzberg

Factors Examined	Issues Identified	Implications for Strategy
Legal	<ul style="list-style-type: none"> • Consumer confusion around types of legal business, what accredited and regulated really mean. Consumers struggling to know who is the right supplier for them, with too much and often contradictory information. • Rise of Alternative Business Structures with competition likely to increase with internet lawyers, Big Four accounting firms and other consulting businesses providing some kind of legal services 	<ul style="list-style-type: none"> • Establish lawyer ranking and mark of excellence program to strengthen practice firms. • Engage the public on value of using EALS members for legal services • Facilitate formation of joint curriculums in East Africa
Membership	<ul style="list-style-type: none"> • No clear guidelines/criteria on how members can engage more in electing the governing council • Engage more with National Law Societies e.g. increase communication, and collaboration. Train NLSs in areas where these national associations have inadequacies that affect EALS • Clusters are not effective. Members are overwhelmed with day to day business and don't prioritize the business of the clusters. 	<ul style="list-style-type: none"> • Increase member engagement. Focus on member services and not clusters • Bridge the gap among the lawyers in the East Africa through a professional networking hub that can foster cross-border partnerships
Portfolio	<ul style="list-style-type: none"> • EALS has very few member focused services. Historically focused on the higher ideals of governance and rule of law and public interest litigation 	<ul style="list-style-type: none"> • Establish and coordinate collaborative exchange programs amongst law societies, law firms, academic institutions, Civil Society, local and central government and all sectors within membership

*"Strategy execution is the responsibility that makes or breaks executives." —Alan Branche and Sam BodleyOScott,
Implementation*

Factors Examined	Issues Identified	Implications for Strategy
Strategy	<ul style="list-style-type: none"> EALS mission is coherent with strategic intent Clear strategic themes to reach strategic intent including Professional Development, Regional Integration, Public Interest Advocacy, Institutional Development but not clear articulation of how these are to be achieved and the lack of member centric services means these strategic aims are not collectively exhaustive. 	<ul style="list-style-type: none"> Rethink strategic aims to ensure they are mutually exclusive, necessary and sufficient to deliver the strategy. Particularly include a focus on member-centricity and financial sustainability
Structure	<ul style="list-style-type: none"> The Council is too big to be effective and to maintain financially; and its term too short for continuity. 	<ul style="list-style-type: none"> Revise council terms of reference and stagger elections of some positions to allow for continuity.
Systems	<ul style="list-style-type: none"> Staff have ready access to the EAC, EALA, EACJ and interact with the stakeholders in Arusha. There is no CRM system in place. No comprehensive data on members. No internal audit function. Poor Communication channels 	<ul style="list-style-type: none"> Establish member services department and within it a stronger communications function Strengthen audit functions of the council and establish procurement function
Staff	<ul style="list-style-type: none"> The Secretariat has been chronically understaffed and turn over is high 	<ul style="list-style-type: none"> Review talent needs and retool the staff to serve the new strategic direction.
Style	<ul style="list-style-type: none"> Organizational culture is perceived as not businesslike. EALS is perceived as “Sluggish”, “Average”, “Toothless” 	<ul style="list-style-type: none"> Establish businesslike culture to align with the enterprising nature of new direction
Shared Values	<ul style="list-style-type: none"> EALS has a long list of values including Integrity, Transparency and Accountability, Equity and Equality, Professionalism, Diversity and inclusion which makes it hard to commit to a particular “the EALS way” 	<ul style="list-style-type: none"> Focus on few key values that define the organization and develop HR function to infuse these across all staff
Skills	<ul style="list-style-type: none"> Secretariat is perceived as ‘slow’ and ‘non-innovative’ There is no professional development plan to improve their skills. 	<ul style="list-style-type: none"> Review talent needs and retool the staff to serve the new strategic direction.

4.0 THE EALS STRATEGY



4.1 STRATEGIC FRAMEWORK

The strategic themes arising from the data were many but all centered around six strategic aims that though interdependent, are mutually exclusive and collectively exhaustive in addressing the challenges facing the society. These strategic aims make up the overall strategy of the society and when realized, they provide a clear line of sight between where the society is and where it wants to go. These strategic aims along with their attendant interventions and causal loops are graphically presented in the strategic framework above and are explained below.

First, the society must focus on creating relevance to its members, and to the EAC through progress in areas such as democratic governance, rule of law, public interest litigation, respect for human rights and a truly integrated EAC where nations honor their commitments in the treaty and with borderless practice for lawyers. **Increased Relevance**, enhances **Brand Value**; which in turn, enables the EALS to have a stronger negotiating clout; which makes it easier to deliver meaningful member services and benefits that not only attract more members but also strengthen **Member Engagement** leading to more member subscriptions.

The relevance and attendant increase in brand value also attracts support from development partners who give support to some programmes but most importantly attracts more members who are able to pay more, which increases sustainability and provides the secretariat with funding to **Build a Self-Sustaining Institution**. A sustainable EALS will have secure and increased funding through increased member subscription fees driven by a growing membership and multiple levels of membership with tiers and levels where senior lawyers pay more for their annual subscription compared to young lawyers. Sustainability in funding will also be driven by **Increasing and Diversifying Income** through internally generated funds from projects such as the asset acquisition and building project, as well as establishing the EALS business center and EALS Institute. These interventions will be delivered by a businesslike EALS secretariat underpinned by an 'EPIIC' set of core values—Excellence, Professionalism, Integrity, Innovation and Customer centricity (EPIIC). EALS will be lean and efficient. Working with a businesslike culture and maintaining highly motivated high performing teams known more for their business and enterprising acumen than legal qualifications. The governing council will be smaller and more efficient—leveraging some high-tech tools to lower the cost of meetings. The council term will be revised to three years with staggered elections for some council positions to allow for greater continuity and sustainability.

A self-sustaining institution will **Deliver Innovative Programmes and Services** that create impact within the EAC; particularly public interest litigation, high level advocacy, thought leadership on critical matters affecting the EAC including catalyzing the EAC integration and conducting cutting-edge research that provides transformative policy recommendations and solutions.

The highly valued self-sustaining institution will be better positioned to **Promote the Profession** through capacity building, promoting member competence and elevating EAC lawyers' reputation globally through ranking and referrals activities. The raised profile of EAC lawyers along with the borderless practice and partnerships encouraged by EALS through its networking hubs will attract more global business for EALS members and their law firms and therefore increase their ability to pay more subscription in support of EALS activities through the multiple levels of membership.

All these interventions when executed well will **Strengthen the EALS Brand Value** where EALS will be an even more respected voice—the premier objective voice on matters of law in EAC, with the society members more aware of what the EALS does. This will be driven by a highly visible EALS at critical moments—an aspect powered by a stronger online presence where the EALS is always seen, heard and felt by members and the general public whenever it matters.

4.2 STRATEGIC AIMS AND INTERVENTIONS

4.2.1 INCREASE MEMBER ENGAGEMENT

The EALS has been growing its membership which now stands at more than 15,000 members. This is a significant asset to the society because it's from members that the EALS draws its mandate. Because EALS is not established by statute, its influence draws heavily on its representation role and as such member engagement is a critical success factor for EALS moving forward. However, this is the area where EALS has registered the most dismal performance in past years.

4.2.1.1 Increased touchpoints

Most members don't know what EALS does and they don't have a favorable view of the work of the society. Majority don't feel a sense of ownership, belonging, connection or community within the EALS; with many highlighting that their major interaction with the EALS brand is when paying for their practice certificate. The few who attend the Annual General Meeting (AGM) and Continuous Legal Education (CLE) events, which is estimated to be less than 10 percent of membership, are equally distraught by the apparent lack of value for money for their membership subscription—however minimal a share of wallet this nominal fee is, given the caliber of members the EALS has. It follows therefore that the biggest challenge EALS has in the next five years is to demonstrate greater value and relevance to its members particularly through a heightened escalation of member-centered touchpoints. To address this in the next five years, EALS will increase the member satisfaction index and the member engagement score through the following activities:

Increased Touchpoints

- Mentorship programs
- Networking hub
- Online engagement
- Integrated CLE calendar
- Member Database

- Create mentorship platforms and exchange programmes for young lawyers;
- Create EALS professional networking hubs/opportunities with year-round activities including sports events and cause-related-marketing fundraiser events that get members more involved in the public interest work of the society;
- Produce and sell EALS branded merchandise to members to increase brand top of mind awareness;
- Develop technology platforms that increase member-to-member interactions e.g. webinars, apps, social media groups, regular twitter Q&A or debate sessions, socialcast platforms for collaborative projects, social networking, and engendering an interactive community.
- The EALS will also regularly survey members and develop innovative solutions addressing survey feedback, especially for young lawyers.
- EALS will create an annual CLE calendar that integrates all NLSs CLE events across the region and encompasses different fields of legal practice.
- EALS will produce monthly magazines for members promoting the profession, and presenting the latest research in the field and the opportunities in the market that members can take advantage of.
- The EALS will promote engagement across the profession between council members, secretariat and NLSs as well as mentorship platforms between senior lawyers and young lawyers.
- Implement a comprehensive Know-Your-Customer campaign among members and develop a functional database that can be used for referrals to clients and to promote members e.g. through the EALS websites and magazine
- Establish mechanisms for members to call for help and advice, through website, social media

- and telephone services
- Create a knowledge hub for members on regulatory issues in EAC

4.2.1.2 Member benefits

Despite the successes in its public interest role, EALS members have a low perceived value for the EALS brand, largely because members expect that this regional body would do more in leveraging the power of numbers to negotiate direct benefits to members; for example, through negotiating favorable terms among service providers for all services that law firms need to succeed in business. This may appear ancillary to the core purpose of the EALS but it is critical to the success of all its other programmes and services. Moreover, some of the objects of the society as outlined in the memorandum and articles of association are *to assist members of the legal profession to develop and improve their legal service to the public and to enhance the professional skills and capacity of members of the legal profession across the East African region, to enable them effectively deliver on their mandate*. Without a satisfied and engaged membership, EALS's sustainability is heavily threatened. To address this, the EALS will establish an Affinity Card program that provides discounted services for members in a wide range of services including professional indemnity insurance, mortgages and other financial services, library services, air travel, investigative services, transcription services, management consulting, audit services, business process outsourcing, leisure and hospitality and more

Member Benefits

- Affinity Card with Financial, Business Support, Insurance and other services

4.2.2 BUILD A SELF-SUSTAINING INSTITUTION

In order to deliver this strategic plan, EALS will need to step up its institutional development activities. Financial sustainability is a serious issue facing the society. The secretariat has chronically been underfunded and living beyond its means. The EALS's annual funding has been declining with a nearly 25 percent reduction between 2013 and 2015. The society has run a deficit budget for consecutive years due to the drive to clear key liabilities; some of which were statutory liabilities. Having cleared them, the society is out of debt but still in a difficult financial position. The EALS is depended on the members' subscription fees to finance its budget, which is not enough as each member only pays \$50 per year. Many members are unwilling to pay more, at the moment, because they believe they have not benefited much from EALS. Many of the programs the society implemented in the past were driven by donor funding leading to EALS prioritizing what the donors/funders want, and not necessarily what the members needed. For EALS to be more relevant and responsive to members' needs, the society needs to have more of its resources coming from the members. The secretariat also needs to manage more efficiently, the income coming from members while generating greater value to members. In so doing, EALS will be better able to raise the subscription fee. The drive to increase member financing, through value for money initiatives, while also attracting key development partners aligned to the society's strategic intent will have the following initiatives:

Strengthen Financial Management Systems

- Good accounting practices.
- Internal audit function
- New procurement committee,
- Electronic receipting system,
- User-friendly accounting software

4.2.2.1 Strengthen Financial Management Systems

The society has good accounting practices as per its financial and procurement manual. This needs to be strengthened with a stronger internal audit function within the council in order to enforce adherence to these laid down policies. EALS will set up a new procurement committee, establish an electronic receipting system, acquire a user-friendly accounting software package, and build the capacity of staff through refresher courses.

4.2.2.2 Incorporate a tech-savvy culture within the organization.

As the technology becomes cheaper and more accessible in East Africa, the society will need to adapt to the opportunities that this presents for both collaboration between teams across borders and to lower the costs of doing business. In 2015, Governing Council meetings accounted for roughly the same amount of funds as EALS's advocacy budget and twice as much as what the society spent on public interest litigation. Leveraging technology will enable the society to be more efficient. In the next five years, EALS will engage more in videoconferencing and e-publications, develop an EALS App, integrate e-commerce into its website and drive a technology adoption campaign for the secretariat through training and reward and recognition programs.

Incorporate a tech-savvy culture within the organization

- Leveraging technology
- Engage in videoconferencing and e-publications,
- Develop an EALS App,
- Integrate e-commerce in website
- Train secretariat in tech

4.2.2.3 Strengthen Human Resource Management Systems

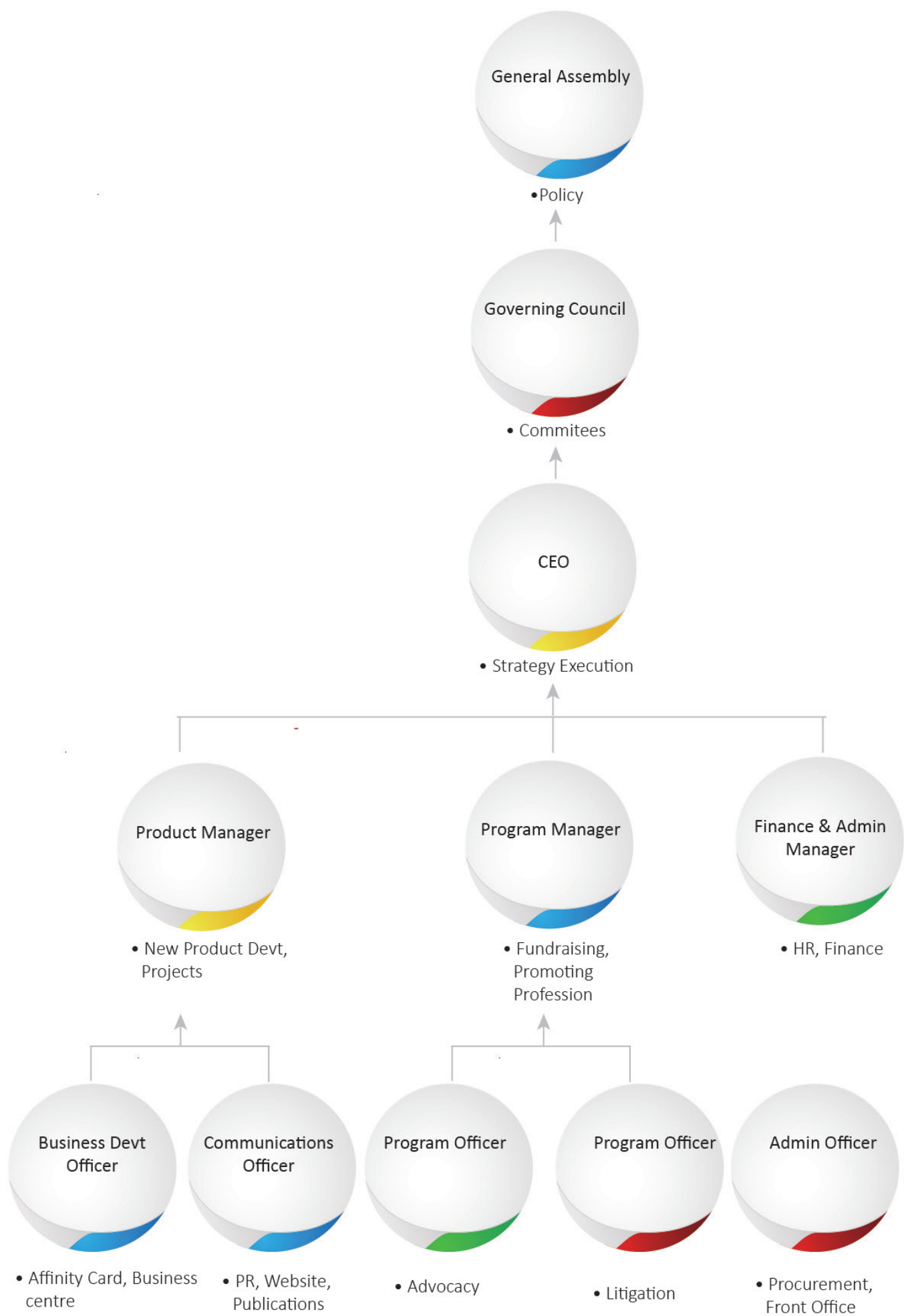
The EALS secretariat has been perennially understaffed. Of the 16 positions outlined in the previous strategic plan, only nine are filled, moreover with two of these as volunteer staff. Shortfalls in funding is the reason behind a small overwhelmed secretariat staffing. Currently, the staff costs account for 45 percent of the society's budget yet in absolute terms their salaries and benefits are not competitive—the total income to the secretariat is so low that almost half of it is spent on staff, 20 percent on admin costs and only 20 percent on member services. As income to the society increases through initiatives highlighted in strategic aim 5, and increased member subscription, the society will recruit and fill up all positions highlighted in the proposed structure below.

Additional initiatives to strengthen HRM systems include:

Strengthen Human Resource Management Systems

- Adequate staffing
- Updating HR Policy and Manual;
- Develop a businesslike culture;
- Regular capacity building
- Staff motivation and retention scheme;
- Performance based management





*"It's not enough to be busy, so are the ants. The question is,
what are we busy about?" —
Henry David Thoreau*

Updating the HR Policy and Manual; Implementing a campaign among staff to adopt the new core values and a businesslike culture; conducting regular capacity building programs including conducting a training needs assessment and delivering trainings; establishing a staff motivation and retention scheme; instituting performance based management and clarifying staff terms of reference with updated job descriptions and harmonized contract durations.

4.2.2.4 Organizational Structure

To successfully implement the new strategy, the society will reorganize how the secretariat is structured. New positions have been added and some existing jobs have been redesigned to align to the new strategy. The key positions, authority lines (solid lines) and communications lines (dotted) are shown in the figure above

Product Manager: This is a new position sitting in the Enterprise Department, which is charged with overseeing the establishment of the EALS Institute, Business Centre and any other income generating consulting business that may come up from time to time as approved by the governing council. The unit will be largely staffed by consultants, especially in the initial years. These will be remunerated based on performance. The department's key result areas will include raising revenue from new/diverse sources; developing new products and services; overseeing the building project and negotiating with suppliers/partners for the EALS affinity card. The department will be staffed with a Business Development Officer and a Communications Officer. The Product Manager is also responsible for membership services e.g. increasing the level of engagement among members. They will oversee the promotion and sale of affinity cards, coordinate the planning and delivery of CLE trainings, organize networking platforms that deliver cross-border partnerships and mentorships between senior and young lawyers and thereby increase the number of active member subscriptions. The department will also be responsible for regularly surveying member needs in order to design products and services that respond to member aspirations. The Communications Officer will be responsible for scaling up EALS's online presence; overseeing the rebranding exercise and website maintenance. **S/he is also responsible for publishing** the society's monthly magazine, and coordinating members' content generation for the EALS blog and other publications.

Programs Manager: The programs manager is responsible for delivering innovative programmes and services that serve the EAC and promoting the profession. The head of programs will be responsible



for managing the think tank role of the society and will coordinate the sourcing of content for the EALS journal. The department will be responsible for conducting advocacy activities both at the high-levels of government and among partner stakeholders. The department is also responsible for scaling up public interest litigation. The programs manager will be supported by a Program Officer in charge of Advocacy and a Program Officer in charge of Litigation. The programs manager is also responsible for fundraising through writing proposals to development partners.

Finance and Administration Manager: The Finance and Administration manager is charged with building a self-sustaining institution through prudent financial management and cost control measures. They are responsible for finance and accounting functions of the secretariat including budgeting and budget management, cash flow management and portfolio management. The department is also responsible for the human resources function, procurement function and general office administration. The finance and administration manager will be supported by an Administration officer.

4.2.2.5 Strengthen collaboration between council and secretariat.

As part of the drive to cut costs, but more importantly for purposes of efficiency and decision making, the size of the governing council will be reduced. There are political considerations to be made in ensuring a fair representation of all countries and for this to be maintained, the EALS will introduce an Executive Committee to allow for a rapidly functioning bureaucracy. The EALS now replaces its entire council every two years which discourages continuity. The governing council will be smaller and more efficient. The council term will be revised to three years with staggered elections of some positions to the council to allow for greater continuity and sustainability. There will be joint inductions between the council and secretariat staff will be more involved in council meetings. EALS will conduct teambuilding sessions between the council and the secretariat and the secretariat will produce a monthly CEO's brief to the council to improve internal communications in the EALS.

Strengthen collaboration between council and secretariat

- Revise Council terms
- Joint inductions
- Teambuilding sessions
- Monthly ceos brief to the council
- Improve internal communications



4.2.2.6 Establish plans and acquire office property

The EALS has had plans to acquire land and own its own office property, partly to reduce on the burden of rent for the size of office the society needs, but also to increase income streams through renting of surplus space. This idea has not been implemented partly because there was no building project team set-up and proposals were not developed. Over the next five years, a building project committee will be set up to produce recommendation to the council of viable alternatives for realizing this dream, using the society's existing resources and approved fundraising strategy.

Establish plans and acquire office property

- Good accounting practices.
- Internal audit function
- New procurement committee,
- Electronic receipting system,
- User-friendly accounting software

4.2.3 PROMOTE THE PROFESSION

A membership organization of the East Africa Law Society kind is expected to be at the forefront of promoting the profession. With a comprehensive database of all members including their competencies and areas of specialisation, the EALS will be in position to assess what EAC lawyers need as a way of further training and mentoring so as to develop into a credible force that competes favourably within Africa, Asia, and in western jurisdictions. The EALS will work to strengthen EALS lawyers' reputations globally; particularly through linkages with other likeminded professional organisations like PALU and other international law societies like IBA, Law Society of China, and Chartered Institute of Arbitrators in the UK with whom the EALS can coordinate joint professional development training opportunities. Other activities will include establishing opportunities for scholarships, internship opportunities, lobbying for exchange programs for lawyers between regional & international law firms, and establishing moot courts. This will enable East Africa Lawyers to be recognised globally as a respected force within the global legal profession. This will be achieved through a number of initiatives as detailed below:

PROMOTE THE PROFESSION

- Harmonisation of Curriculums in Law Schools
- Establish A Peer Reviewed East Africa Law Journal
- Organise Lecture Series and Mentorship Programme
- Establish a mechanism for ranking law firms in EAC including giving a mark of excellence

4.2.3.1 Harmonisation of Curriculums in Law Schools

Key to the promotion of the profession is the harmonization of lawyers' training across the EAC through the modernization of university curriculums in East Africa. One of the reasons East Africa lawyers are having a great challenge in facing-off the incursion into legal practice areas in EAC from international law firms is because most EAC law practices are not structured in a way that is able to cope with the work that these international law firms are doing. Unlike western jurisdictions that decades ago heeded calls from their bar associations not to continue churning out lawyers who are trained in the traditional sense to engage in a legal market that requires specialization, many East Africa law schools continue with not encouraging subjects that would put young lawyers in the path of specialization. A few schools have awoken to this need and are eager to change. In Kenya, for example, the Law Society of Kenya (LSK) is partnering with the Attorney General and the Kenya Law School to drive these changes. Other National Law Societies are considering the same. The EALS is well positioned to promote a coordinated approach to effecting this change across all jurisdictions so that we can have a transformation of the profession right across the East Africa region. This can be quickly realized with the support of the Africa Legal Support Facility; a unit within the Africa Development Bank.

4.2.3.2 Establish A Peer Reviewed East Africa Law Journal

EALS will establish a peer reviewed journal for the East Africa community focused on prevailing emerging legal trends. This will harness the talents that the EALS has within its ranks and give them a platform through which they can highlight their talents within the profession and out to the greater professional network and the public at large. This journal will be published and shared widely. The journal will also open up possibilities in areas where the profession is developing, such as the extractive industries and bring to the lawyers the prospects to work closely with engineers and to highlight the significance of the legal profession to other professional organizations. The establishment of such a journal also profiles the EALS as a leading think tank that champions provision of solutions to the East Africa community challenges and further cements EALS's brand as thought leaders. The EALS will conduct research and regularly release white papers on topics that affect the legal East Africa community. Such research will also include identifying market trends and issues that affect lawyers and their practices and publishing the same to help law firms to adequately prepare for the future.

4.2.3.3 Organise Lecture Series and Mentorship Programme

EALS will initiate a regular fixture of public seminars and lecture series that not only provides professional development training throughout all the jurisdictions but is also a means by which the EALS can connect the divide between the senior lawyers and junior lawyers. It is will also form another opportunity for the EALS to increase the level of engagement among senior lawyers.

4.2.3.4 Establish a mechanism for ranking law firms in EAC including giving a mark of excellence

The EALS has had a successful engagement of leading law firms in the EAC where the society organises a networking forum for these firms and creates opportunities for firms to collaborate and partner across borders. Despite its value, this forum has found some criticism among members because the criteria as to how one becomes a leading law firm is not clear. In order to promote excellence within law practices, EALS will develop a robust ranking mechanism and an associated mark of excellence in both legal and business management. The mark of legal excellence and a ranking akin to EALS top 500 legal firms will create an incentive for law firms to strive for excellence—thereby elevating the profession.

4.2.4 DELIVER INNOVATIVE PROGRAMMES AND SERVICES THAT SERVE THE EAC

As highlighted in section 2.3 “How we will work”, the EALS has been successful in designing and delivering programs in the public interest. The society will build upon this success to innovate new projects and to scale up existing ones. Interventions will include:

4.2.4.1 Catalyze EAC Integration

The EALS will continue leveraging its observer status in the EAC to support the fast tracking of the EAC integration process. Even though there is a shared vision from partner states on fast-tracking the integration process, there are developing fault lines within the commitments. The EALS is well position to catalyze integration. In the next five years, EALS will continue being at the forefront of ongoing EAC policy formulation processes. The EALS will engage with respective EAC Sectoral Councils/ Policy making bodies quarterly; participating in key meetings with the Legal and Judicial affairs, and Trade and Investments committees. The society will set-up, promote and facilitate a forum for legal education stakeholders across

Catalyze EAC Integration

- Publish policy briefs on law reforms
- Leverage Consultative Dialogue Framework
- CLE trainings specific to integration

partner states with an aim to harmonize laws and law reform. In this regard, the EALS will regularly publish policy briefs on law reforms. EALS will leverage the Consultative Dialogue Framework Committee/EAC-SG forum to influence regional integration through incisive presentations, advocacy and lobbying—particularly on realizing the common market protocol that will make borderless legal practice a reality. The EALS will also conduct CLE trainings specific to the integration process and will produce and disseminate annual scorecards on how EAC states are adhering to their integration commitments. Such scorecards will benchmark on the experience and templates from UNACA—the economic commission for Africa.

4.2.4.2 Promote Access to Justice In EAC

In this cardinal public interest role of the society, EALS will produce an annual report on the state of the rule of law in EAC. The development of this scorecard will be an elaborate collaborative process that will involve both EALS individual and institutional members and key stakeholders to ensure that it's well coordinated, involving, and consultative. The scorecard will be well researched and well justified so that leaders in partner states can welcome it even where it might be critical of their governments as it will be fact-checkable and referenced. In this regard, the EALS will benchmark and adapt existing templates from partners; for example, on aspects related to democracy, governance, and rule of law, the AU in the context of AGA, the African Governance Architecture, has relevant tools that will be considered.

The EALS will support the National Law Societies to foster legal aid service through promoting the role of EALS members in giving back to society and providing incentives that increase the number of EALS members that participate in legal aid activities.

The EALS will develop a functional database of decisions from the EACJ, ACHPR and National Courts and make it accessible as a knowledge hub both through the EALS App and an online library. This will serve as a repository of topical analyses of cases/decisions provided by an eminent committee drawn from EALS members. Beyond making the decisions accessible with meaningful analyses, the EALS will advocate for implementation of EACJ and ACHPR decisions and promote the role of the EACJ in the region. The EALS will also build the capacity of National Law Societies to address issues related to access to justice through collaborative activities, CLEs and high-level advocacy—especially in situations where National Law Societies are constrained to engage due to the politics within the country.

The EALS will set up an electronic alert system to monitor developments on rule of law, good governance and access to justice in the EAC region and the AU whenever appropriate and respond accordingly. Building on the successes in public interest litigation, the EALS will strengthen the organization's capacity to undertake public interest litigation projects before EACJ and ACHPR. This will include increasing the number and diversity of cases litigated to include trade, health, environment and other pressing issues affecting the peoples of East Africa and enlisting more EALS members onto the litigation team.

4.2.5 INCREASE AND DIVERSIFY INCOME

As highlighted earlier, the society is facing financial constraints and will need to increase funding in order to finance its programs. Moreover, the secretariat will need to substantially increase the number of staff in order to implement this strategic plan.

With the threat of some members withdrawing from the society, it even becomes more critical that the society finds other ways to raise income. But even if all the members were able to pay subscription, the revenue generated would be insufficient to finance the society programs beyond financing the secretariat. That would keep the society in its current position where its service offering does not

meet member expectations. The implications are that EALS must find new funding sources beyond membership subscription—given the emerging threat of member withdraws—even though member subscription will form a strong component of the funding base in order to keep the focus on member rather than donor priorities.

One of the other sources is funding from development partners. One of the reasons EALS has not had so many programmes in the last one or two years is because the donor funding in East Africa is shrinking. Most development funding has been geared towards humanitarian assistance, human rights, and refugees, yet these programs are gradually shrinking with time as the region develops. The result has been that donors have not prioritized as much of the governance and human rights programmes in East Africa and EALS is not likely to realise most of this funding. Unfortunately, those programmes should run since the promotion of justice, good governance, rule of law and human rights, are central to EALS' mandate. Rather than follow the priorities of donors and end such programmes whenever funding dwindles, the EALS must start creating ways of sustaining these programmes as long as it is relevant to the membership of EALS.

4.2.5.1 Increased Member Levels and Subscription

First EALS will work to enhance the value it adds to members so that even if compulsory membership were to be removed, many would voluntarily remain. This is the case for international law societies such as IBA. This will lead to a gradual increase in membership fees with multiple levels of membership created where senior lawyers pay more. Categories may include Student member, Affiliate member, Associate Member, Full Member, Fellow and Legacy Partner—each level recognising the seniority of the member, based on experience, qualifications and such other parameters that the council may develop from time to time. Each level will pay its own fees with subscription fees increasing as someone rises through the ranks. Legacy Partner level will be the highest level, awarded in recognition of a significant contribution (both monetary and in kind) to the development of the society and the profession. Member levels will also align to specific benefits tied to the Affinity Card program giving the society an opportunity to raise additional income not only from the member fees associated to the new member categories/levels but also other fees levied to partner suppliers in the Affinity Card program.

Other initiatives to diversify and increase income include:

4.2.5.2 Establishment of the East Africa Law Society Business Centre

EALS will establish a business wing of the society that delivers products and services to members at a fee. This revenue generating arm of EALS will not be focused on programmes but on doing commercial business in areas of service that members demand for—providing financial services and insurance services for example. The business center will also compete in tenders for consulting business, responding to requests for proposals from governments, development partners, corporate companies, and international NGOs that seek for research and consulting services in areas related to governance, human rights, advocacy and public interest litigation. The EALS will initially start with a consulting team with the requisite expertise to run the business center—a semi-autonomous unit within the EALS. As this center grows it will have branches in each of the partner states whenever such an expansion strategy improves service delivery to members while managing costs. The business centre will tap into the database of members to enlist amongst the experts, those who can deliver on a given consultancy

4.2.5.3 Establish EALS institute

In order to promote the profession and build the capacity of lawyers in the region, the EALS will establish an institute that provides training at a fee. The EALS Institute will be a centre of excellence in professional legal training within the region. It will not be a university or something with fancy buildings but a platform that has a reputation of a best in class faculty, world class curriculum and accreditations from leading content providers in the world. Delivery of the training will be done at hired hotel facilities and online platforms until the EALS office property is established with the necessary training rooms. The EALS Institute will tap into the EALS membership database for expert trainers on various aspects of legal training. The Institute will also establish a panel of eminent arbitrators who handle EAC matters and collaborate with National level arbitration centres

4.2.6 ENHANCE BRAND VALUE

The EALS is a strong and recognized brand within the region as an established and effective professional organization. Recognized by the EACJ as a key partner in promoting and advocating for the role of the court and with observer status not only at EAC but also at the AU, EALS is a highly respected brand among stakeholders. It's common that other trade group or professional groups that desire to form a regional association usually come to ask the EALS for advice. Many appreciate that EALS seems to have figured out the intricacies of regional diversity, institutional and individual membership and other complexities of member organizations. EALS has become a point of reference for other professional bodies.

Institutional organs of the EAC also hold the EALS in high esteem particularly due to the society's successes in public interest litigation and high level advocacy.

Despite this strong brand presence among institutional stakeholders, the general public does not know the EALS, nor its programmes. Of much critical concern is that the individual EALS members and National Law Societies don't have the same esteem for the EALS as the EAC institutional organs. Majority of members don't know what EALS does with 88 percent of members surveyed having little knowledge about the EALS secretariat and 75 percent saying they don't know EALS programmes and services. Majority of members don't see EALS as a valuable brand relevant to their work. EALS has had few and ineffective member engagement activities in the past few years, and its external communications have been minimal.

Because the influence of the society in addressing EAC challenges emanates from its representation and public interest roles (all summed up in its brand image) the perceived value of its brand has critical strategic implication on the effectiveness of the society's advocacy efforts and member engagement efforts.

As part of its new strategic direction, the EALS will conduct a partial rebrand or brand refresh to better align with the expectations of its members and stakeholders. Since 1995, the brand identity has evolved to meet the dynamic expectations of its members but the brand has remained static. Many members don't have a strong connection with the brand, don't understand what EALS does and don't appreciate the future direction of the organization. Many members are unaware of the new products/service offering the society is developing for them. The brand no longer reflects who EALS truly is.

EALS has a strong history and brand value among key stakeholders especially among EAC organs and key actors engaged in the promotion of constitutionalism, democracy and good governance, the rule of law and the advancement, promotion and protection of human rights in East Africa. EALS will build on this long-established brand value and not lose it with a new identity. However, the current

brand identity and brand image are simply outdated and need to be refreshed to align with the new direction of the society—a stronger member-centricity with the addition of new products and services and a change of culture into a businesslike entity. This therefore calls for subtle changes in **brand symbolisms, key messaging**, and re-alignment with **priority target audiences** to update the brand and align it with the new strategic direction. In this regard, the organization will maintain its name but will redesign the logo, develop an appropriate brand promise and attendant tagline, develop key messaging and develop marketing collateral that will communicate the new brand essence to a wide range of target audiences both offline and online.

This strategic plan will therefore focus on strengthening the EALS brand through the following online and offline interventions:

4.2.6.1 Online Interventions

1. A dynamic website that responds to emerging information needs of members
2. Event Streaming for all major EALS activities
3. Regular social media engagement through a refreshed Twitter, Facebook and Instagram
4. Active EALS alerts for effective PR response
5. Active blog contributed to by members across the region
6. YouTube and Video Blogging (leverage #members especially young lawyers to produce content)
7. Reputation tracking and monitoring through annual brand surveys

4.2.6.2 Offline Interventions

1. Develop a clear brand essence that aligns to the new strategic direction as outlined in the vision, mission, values, and strategic aims
2. Develop a new brand positioning statement that is aligned to the brand essence
3. Develop a new brand identity with a whole suite of the visual elements necessary to communicate the new brand. These may include a new logo, colors, fonts, tagline, messaging, and website layout, as appropriate

Online Interventions

- A dynamic website
- Event Streaming
- Regular social media engagement
- Active EALS PR alerts
- Active blog and YouTube Channel
- Reputation tracking and monitoring

Offline Interventions

- Crisis communications planning
- Event branding for seminars, CLEs,
- Development of a branding kit and manual
- Regular PR events—press statements, pressers, media breakfast meetings, brown bags for media
- Policy briefs, white papers



4. Develop a new line of marketing collateral to communicate the new branding including letterhead, business cards, identity cards, brochures, pull up banners, tear drop banners, PowerPoint slide decks, company profile, proposal templates, and other merchandise as may be appropriate and aligned to the brand identity and overall marketing strategy
5. Crisis communications planning—including setting up a Crisis Communications committee
6. Develop a branding kit and branding manual to strengthen event branding for seminars, CLEs, AGMs and other society events
7. Organize regular PR events—press statements, pressers, and media breakfast meetings
8. Produce regular policy briefs and white papers

5.0 STRATEGY EXECUTION

The EALS is committed to delivering its strategy; but having clear strategic aims alone is insufficient to realizing the desired strategic intent. To ensure a successful implementation, alongside this strategic plan, the EALS has developed an implementation plan, a monitoring and evaluation framework, a work plan and budget to guide the secretariat in the strategic execution of the strategic plan. Also included is a strategic risk analysis.

5.1 Implementation Plan

Below is a summary implementation plan for critical milestones. A detailed work plan spreadsheet with sub-activities has been provided to the secretariat to guide implementation.

Aim	Key Milestones	Responsible Department	2017	2018	2019	2020	2021
SO#1	Increase touchpoints through monthly magazine, networking hub and cause-related marketing	Enterprise	Q4				
	Develop Affinity Card program with Financial, Business Support, Insurance and other services	Enterprise	Q3				
	Provide Annual CLE Calendar integrated with National Law Societies	Enterprise	Q4	Q4	Q4	Q4	Q4
	Develop Mentorship platforms between senior lawyers and young lawyers	Enterprise	Q4				
	Develop technology platforms for collaborative projects & social networking	Enterprise	Q4				
	Survey members and develop innovative solutions addressing survey feedback	Enterprise	Q4				
	Create a knowledge hub for members on regulatory issues in EAC	Enterprise		Q3			

Aim	Key Milestones	Responsible Department	2017	2018	2019	2020	2021
	Implement a comprehensive Know-Your-Customer campaign and develop a functional database	Enterprise		Q3			
SO#2	Strengthen Financial Management Systems with stronger internal audit function, procurement committee, electronic receipting system, and user-friendly accounting software	F&A	Q4				
	Incorporate a tech-savvy culture within the organization	F&A	Q3				
	Strengthen Human Resource Management Systems	F&A	Q4				
	Strengthen collaboration between council and secretariat	F&A	Q4				
	Establish plans and acquire office property	F&A		Q3			
SO#3	Advocate for Harmonisation of Curriculums in Law Schools	Programs	Q4				
	Establish A Peer Reviewed East Africa Law Journal	Programs		Q4			
	Organise Lecture Series and Mentorship Programme	Programs		Q1			
	Establish a mechanism for ranking law firms in EAC including giving a mark of excellence	Programs		Q3			
	Strengthen EAC lawyer's reputation globally	Programs		Q3			
SO#4	Catalyze EAC Integration	Programs	Q4				
	Promote Access to Justice in EAC	Programs	Q4				
	Strengthen high level advocacy	Programs	Q4				
	Leverage consultative dialogue framework	Programs	Q4				
	Publish policy briefs on law reforms			Q1			
SO#5	Increase Member Levels and Subscription bands to cater for experience and unique needs	Enterprise	Q3				
	Establish the EALS business centre that delivers consulting services at a fee	Enterprise	Q3				
	Establish EALS institute	Enterprise	Q4				

Aim	Key Milestones	Responsible Department	2017	2018	2019	2020	2021
	Establish a panel of eminent arbitrators who handle EAC matters and collaborate with National level arbitration centres	Enterprise		Q1			
SO#6	Revamp and Refresh EALS Brand	Enterprise	Q3				
	Develop a comprehensive online presence through a more interactive website, social media engagements	Enterprise	Q3				
	Launch strategic plan and new brand	Enterprise	Q3				
	Conduct member engagement drives and promotion events in collaboration with NLSs	Enterprise	Q3				
	Produce quarterly report to members	Enterprise	Q4				

5.2 Summary Budget by Strategic Aim

Below is a summary budget for implementing this strategic plan. A detail budget spreadsheet has been provided to the secretariat to guide implementation.

Description of Strategic Aim	2017	2018	2019	2020	2021	Total
Increase Member Engagement	\$ 263,180	\$ 268,989	\$ 295,900	\$ 326,025	\$ 364,200	\$ 1,518,294
Build a Self-sustaining Institution	\$ 58,120	\$ 317,940	\$ 129,635	\$ 39,158	\$ 58,920	\$ 603,773
Promote the Profession	\$ 281,470	\$ 300,027	\$ 339,064	\$ 360,744	\$ 376,428	\$ 1,657,733
Deliver Innovative Programmes and Services that Serve the EAC	\$ 507,900	\$ 533,295	\$ 558,690	\$ 584,085	\$ 609,480	\$ 2,793,450
Increase and Diversify Income	\$ 140,500	\$ 139,293	\$ 149,941	\$ 154,273	\$ 160,980	\$ 744,987
Increase EALS Brand Value and Reputation	\$ 67,740	\$ 20,202	\$ 21,164	\$ 25,001	\$ 66,288	\$ 200,395
Administration Costs	\$ 640,591	\$ 683,121	\$ 699,150	\$ 730,930	\$ 762,709	\$ 3,516,501
Total Budget	\$ 1,959,501	\$ 2,262,867	\$ 2,193,544	\$ 2,220,214	\$ 2,399,005	

5.3 Monitoring and Evaluation Framework

Below is a summary results framework. A detailed monitoring and evaluation framework with key milestones, how they will be measured and means of verification has been provided to the secretariat to guide implementation.

Strategic Aim #1		Increase Member Engagement			
We will complete these Activities		Expected to produce these Outputs		Expected to contribute to these Outcomes	
Increase touchpoints through monthly magazine, networking hub and cause-related marketing		Increased touchpoints such as networking opportunities and increased number of members receiving information about EALS		Increased member satisfaction index	
Develop Affinity Card program with Financial, Business Support, Insurance and other services		Increased number of members participating in EALS activities		Increased member engagement score	
Provide Annual CLE Calendar integrated with national bar associations		increased % of members captured by database		Increased voluntary subscription	
Develop Mentorship platforms between senior lawyers and young lawyers		increased % members actively engaged in EALS online social platforms			
Develop technology platforms for collaborative projects & social networking					
Survey members and develop innovative solutions addressing survey feedback					
Create a knowledge hub for members on regulatory issues in EAC					
Implement a comprehensive Know-Your-Customer campaign and develop a functional database					
Strategic Aim #2		Build a Self-sustaining Institution			
We will complete these Activities		Expected to produce these Outputs		Expected to contribute to these Outcomes	
Strengthen Financial Management Systems with internal audit function, procurement committee, electronic receipting system, and user-friendly accounting software		Internal audit, and procurement committee established		Increased compliance to financial manual guidelines and policies	
Incorporate a tech-savvy culture within the organization		EALS App developed		Increased capacity of secretariat to deliver member services	
Strengthen Human Resource Management Systems		Performance based management instituted with clear JDs and SMART Objectives for all staff		Improved corporate governance	
Strengthen collaboration between council and secretariat		Ammended council terms of service for a more efficient Governing Council			
Establish plans and acquire office property					

Strategic Aim #3	Promote the Profession
------------------	------------------------

We will complete these Activities

Expected to produce these Outputs

Expected to contribute to these Outcomes

Advocate for Harmonisation of Curriculums in Law Schools	Increased number of law firms getting EALS training & marketing support	Improved perception of EAC lawyers
Establish A Peer Reviewed East Africa Law Journal	Signed MOUs for cross-border partnerships	Increased number of specialized lawyers' firms
Organise Lecture Series and Mentorship Programme	Public seminars and lecture series held	Increased business growth of EAC law firms
Establish a mechanism for ranking law firms in EAC including giving a mark of excellence	Journal Publications made and active e-library	
Strengthen EAC lawyer's reputation globally	Ranking and Mark Excellence program developed	

Strategic Aim #4	Deliver Innovative Programmes and Services that Serve the EAC
------------------	---

We will complete these Activities

Expected to produce these Outputs

Expected to contribute to these Outcomes

Catalyze EAC Integration	Scorecards on state of the rule of law in EAC and on integration	Improved governance, rule of law and democracy in the EAC
Promote Access to Justice In EAC	High level dialogue visits to EAC partner states	Increased respect for human rights
Strengthen high level advocacy	Increased number and diversity of public interest litigation cases	Increased competence in integration process among EALS members
Leverage consultative dialogue framework	increased % members actively engaged in EALS online social platforms	
Publish policy briefs on law reforms		

Strategic Aim #5	Increase and Diversify Income
------------------	-------------------------------

We will complete these Activities

Expected to produce these Outputs

Expected to contribute to these Outcomes

Increase Member Levels and Subscription bands to cater for experience and unique needs	Membership levels established	Increased member subscription
Establish the EALS business centre that delivers consulting services at a fee	EALS business centre and consulting arm established	Increased income from new sources
Establish EALS institute	EALS Institute established	Increased ability for EALS to sustain its programs
Establish a panel of eminent arbitrators who handle EAC matters and collaborate with National level arbitration centres	Increased number of members engaged in alternative disputes resolution	

Strategic Aim #6	Increase EALS Brand Value and Reputation	
We will complete these Activities	Expected to produce these Outputs	Expected to contribute to these Outcomes
Revamp and Refresh EALS Brand	Rebranding completed with new logo, brand promise	Increased perception of EALS as a valued member organisation
Develop a comprehensive online presence through a more interactive website, social media engagements	Marketing collateral developed and utilized to promote EALS	Improved perception of EALS as centre of excellence in EAC
Launch strategic plan and new brand	Increased visibility of EALS brand among members	Increased proportion of EALS members with comprehensive knowledge about EALS
Conduct member engagement drives and promotion events in collaboration with NBAs	EALS Marketing and Promotion plan developed	
Produce quarterly report to members		



“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.” —Sun Tzu

5.4 Risk Analysis

Any forward-looking strategy is risky, because events might not turn out as anticipated. This strategic plan has been developed based on assumptions hinged on the current macro and micro-environmental analysis. There are strategic uncertainties that could change the environment in which the society operates and therefore fail the strategy. It is important that these risks are constantly evaluated and the strategy revisited as necessary. Below are some of the risks facing the society and the strategies that could be employed to manage these risks.

		(Probability of Occurrence)		
		Low		High
Significance to EALS	High	Develop a scenario plan <ul style="list-style-type: none"> Hired staff lack competence to deliver new strategy Cash flow problems due to late onward subscription from NLSs 	Think about possible contingency plans <ul style="list-style-type: none"> Products developed by EALS unpopular with members Member needs change into areas that EALS is neither mandated nor equipped to provide 	Analyze and plan in detail <ul style="list-style-type: none"> Disintegration of membership with more members opting to pull out due to perceived lack of value Members unwilling to pay higher subscription fees Reputation Risk: Negative perceptions about EALS continue
		Review Periodically <ul style="list-style-type: none"> NLSs develop products similar to EALS New Governing Council doesn't put as much emphasis to strategic plan implementation 	Monitor on an ongoing but general basis <ul style="list-style-type: none"> Financial Risk: Revenue from membership drops Financial Risk: Donor priorities change from EALS priorities Economic Risk: Economic growth slows down reducing volume of business to EALS Business Centre 	Monitor closely and plan <ul style="list-style-type: none"> Business Risk: <i>EALS Institute</i> fails to attract clients & partnerships Information Risk: Data provided by NLSs on members is not reliable
	Low	Monitor in very general terms <ul style="list-style-type: none"> EAC deficit in rule of law and governance increases 	Review Periodically <ul style="list-style-type: none"> Changes in exchange rate affect value of transactions in foreign currency 	Monitor and review <ul style="list-style-type: none"> Political Risk: <i>Political</i> instability in member states leading to constant adversarial relationship with key actors; marring the reputation of EALS and confining it to rule of law activities

East Africa Law Society
Plot No.6 Corridor Area, Off Jandu Road
P.O.Box 6240, Arusha, Tanzania
Tel/Fax: (+25527) 2543226/7
Tel: (+25527) 2543226
Cell: (+255786)821010
Email: info@ealawsociety.org
www.ealawsociety.org