FACTORS INFLUENCING COMMUNICATION AMONG STAKEHOLDERS IN THE INTEGRATION PROCESS OF THE EAST AFRICAN COMMUNITY

BY

S. B. LUSENO

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DECLARATION

This research project paper is my original work and has not been presented for the award of any degree in any other university.

Name: S. B. LUSENO
D61/P/9128/01

Signed: …………………………………….…**Date: 27.10. 2007**

This Research Project has been submitted for examination with my approval as the University Supervisor.

_____   Date:_ **27.10.2007**

DR. JOHN YABS

Department of Business Administration,

School of Business Management

UNIVERSITY OF NAIROBI.

DEDICATION

This academic work is dedicated to members of my family for having stood by me through out this whole period of my study. To my wife, Mrs. Margaret F. Luseno for her patience, understanding and devoted support throughout; to my children, Shawn R. Luseno and Lisa J. Luseno for their understanding in times when I had to be away from them when they needed my leadership, support and encouragement.

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ABSTRACT

The study sought to analyze the factors influencing communication among stakeholders in the integration process of the East African community. The main variables of reference for the study were; political, economic, social, technical, ecological and legal factors that prevail in the region. This model formed the framework within which the study was examined.

This study examined four main stakeholders in the East African Community integration process thus; the East African Community Secretariat, the East African Court of Justice, the East African Legislative Assembly and the East African Community Business Council. Data for analysis was collected through structured questionnaires administered to the personnel in the technical teams that are involved in the EAC integration process at Arusha.

The study analyzed factors influencing communication like; the commonly used languages, channels of communication, levels of political integration, economic integration, socio-cultural, technical and legal relationships that would influence the integration process. Among the languages examined; English ranked as the most preferred. The most preferred means of communication was road transport. The respondent cited the radio and television as the most effective cross-border mass media channels. Respondents would prefer political integration based on common monetary unit.

The study recommends that member countries should review their cultural affiliations and priorities before adopting the process of political federation. A viable communication infrastructure and a strong legal framework should be pursued as a high priority to support the integration process. To achieve the highest level of success, the study recommends that the EAC should seek a common language in the region to enhance communication between the member states.

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ABBREVIATIONS

APEC	-	The Asia Pacific Economic Community
BIA	-	The Business in Africa
COMESA	-	The Common Market for East and Central Africa
CU	-	The Customs Union
EAC	-	The East African Community
ECOTECH	-	The Facilitation, Economic and Technical Cooperation
EEC	-	The European Economic Community
ECSC	-	The European Coal and Steel Community
EU	-	The European Union
EURATOM	-	The European Atomic Energy Community
FTA	-	The Free Trade Agreement
ICTs	-	The Information Communication Technologies
MU	-	The Monetary Union
PTA	-	The Preferential Trade Area
SAAC	-	The Southern Africa Aid Coordination Conference
SADC	-	The Southern African Development Community
TEA	-	The East African Weekly Newspaper
UNCTAD	-	The United Nations Conference on Trade and Development

CHAPTER 1: INTRODUCTION

1.1   Background of the study

Communication is the transfer of information from a sender to a receiver, with the information being understood by the receiver Koontz and Weihrich (2001). Communication is especially needed to (1) establish and disseminate the goals of an enterprise, (2) develop plans for their achievement, (3) organize human and other resources in the most effective and efficient way, (4) select, develop and appraise members of the organization, (5) lead, direct, motivate and create a climate in which people want to contribute and (6) control performance Koontz and Weihrich (2001).

Communication is the lifeblood of an organization – and miscommunication has contributed to the equivalent of cardiovascular damage in more than one organization Stoner et al, (2002). Without effective communication among different parties, the pattern of relationships that we call organizations will serve no one's needs very well. Effective communication is important to managers for three primary reasons. First, communication provides a common thread for the management process of; planning, organization, leading and controlling. Research indicates that poor communication is probably the most frequently cited source of interpersonal conflict. Because individuals spend nearly 70% of their working hours communicating – writing, reading, speaking, listening – it seems reasonable to conclude that one of the most inhibiting forces to successful group performance is a lack of effective communication, Davis, (1953).

 Secondly, effective communication skills can enable managers to draw on the vast array of talents available in the multi-cultural world of organizations. The globalization of business certainly poses a challenge to managers' communications abilities. The third reason observed is that, managers spend a great deal of time communicating. Rarely are managers alone at their desks thinking, planning or contemplating alternatives. In fact, managerial time is spent largely in face to face electronic or telephone communication with employees, supervisors, suppliers or customers, Burnes (2004)

According to Crafford (2007), the standard of communication in their organizations needs to be improved at all levels. Managers develop plans through communication with others at their organizations and organize to carry out those plans by talking with other people about how best to distribute authority and design jobs.

For purposes of this study, communication is defined as a process by which people seek to share meaning via the transmission of symbolic messages. This working definition of communication calls into focus three essential points, that: (i) communicating involves people and that understanding communication therefore involves trying to understand how people relate to each other; (ii) communication involves shared meaning, which suggests that in order for people to communicate, they must agree on the definitions of the terms they are using; and (iii) communication involves symbols – gestures, sounds, letters, numbers and words can only represent or approximate the ideas that they are meant to communicate.

As opportunities for regional and indeed global expansion increase, so does the trend towards more diversity in the workplace. This calls on leaders to be more flexible and be able to adapt to this diverse workforce and global consumers. This requires an understanding of the political, economical, social, technological, ecological and the legal references of the given people. Leaders must understand the differences in worldviews, communication styles, ethics and etiquette of the people they deal with internally and externally.

Hyman and Sheatsley (1947), observed that of all the results of communications research, the central findings that ought to be kept before all would-be communicators is the fact of resistance. The two noted that in general, people's beliefs, attitudes and behavior tend to be stable. Demands and arguments for change are uncomfortable new facts that do not fit neatly into accustomed categories are likely to be resisted.

1.2   The East African Community

Geographically the East African Community (EAC) covers a total area of 1,768,812 Km^2 and is inhabited by 120 million people (Daily Nation, 1 December 2006). Located just below the horn of Africa, the East African Community member states have more than

170 ethnic languages distributed across the region as follows: Kenya has forty, Uganda has thirty, and Tanzania has more than one hundred plus the Tutsi, Haye and Hutu languages of Rwanda and Burundi, Mbaabu (1996). This diversity in linguistic backgrounds can affect the harmonious execution of official policy if not properly managed, as language and culture are inseparable.

The Treaty establishing the East African Community (The Treaty) set out a bold vision of regional integration in East Africa with the following aims: to create; wealth, raise the living standards of all the people of East Africa and enhance international competitiveness of the region. This vision would be achieved through the eventual unification of the EAC Partner States coalescing around the following common initiatives: Trade, Investments and Industrial Development; Monetary and Fiscal Policy; Infrastructure and Services; Human Resources, Science and Technology; Free movement of factors of production; Agriculture and food security; Environment and Natural resources Management; Tourism and Wildlife Management. These key initiatives were intended to develop alongside the evolvement of the regional integration that had four major milestones: the Customs Union, to be followed by the Common Market, then a Monetary Union and lastly, a Political Federation.

The structure of the EAC has the Summit at the top, which is a committee of the Heads of State of the three EAC countries. It has a rotational Chairmanship and has a legal obligation to meet at least once annually. The tenure of office for the Chairperson of the Summit is one year.

The second organ is the Council of ministers, which consists of the Ministers responsible for regional cooperation for each partner state. This is the policy organ of the Community responsible for implementation and monitoring of all the programs of the Community.

Third in line is the Coordination committee. Its members are the Permanent Secretaries for regional cooperation in each Partner state of the EAC. This committee is the program development axis of the Council decisions in the various sectors of the Community.

The fourth level of organizational hierarchy has the Sectoral Committees. These are responsible for the preparation of comprehensive implementation programs and the setting out of priorities with respect to respective sectors.

(1) The Judiciary (The East African Court of Justice) will be responsible for the interpretation and application of the Laws governing the EAC in accordance with the provisions of the Treaty. (2) The Legislature (The East African Legislative Assembly) is responsible for formulation of the laws governing the Community. (3) The Secretariat is the executive arm of the Community.

The eighth level of Organization is provided for the Summit to create any other functional offices where the Directorates fall. Presently there are three directorates, which are functional namely: The Customs Affairs; the Trade Affairs; The planning and Agricultural affairs directorates.

In its mission to establish an integrated regional block, the EAC has been faced with several challenges, which include a poorly developed infrastructure in the transport and power sectors, weak administrative institutions and persistent corruption in the area of governance (Editor BIA, Dec/Jan. 2006). Since the commencement of the Treaty in the year 2000, there has been relatively progress in achieving some of the key objectives of the integration which were intended, but quite a lot still remains undone or has fallen behind schedule and the set timelines.

The five countries of the EAC Rwanda, Burundi, Uganda, Kenya and Tanzania share many historical and linguistic similarities. Kiswahili, English and French are the main languages widely understood and used across the EAC and to some extent, the local dialects like Luo, Tutsi, Hutu, Maasai, Luhya and Kinyangole are some of the local tribal dialects that cross-cut national borders within the EAC. Kiswahili is understood by a relatively large majority of the EAC region at least at non-official level.

The aim of the study was aims to analyze the factors influencing communication among stakeholders in the integration process of the East African Community in view of the political, economic, social, technological, ecological and legal environment obtaining in

the region. According to the Business in Africa magazine of December 2006-January 2006, the revival of the east African Community has been referred to variously as "Africa's Yo-Yo" and "The Great Trampoline", both because of its seemingly endless up-and-down motion that is energetic in its performance, but actually goes nowhere.

1.3   Statement of the Problem

As a process, re-integration of the EAC has been riddled with hitches (Editor BIA, Dec/Jan. 2006). There were delays in the implementation of the Common External Tariff (CET) in January 2005, when the Customs Union commenced. The Kenya Revenue Authority (KRA) was forced to defer implementation of the CET agreed tariffs as it battled with the smooth roll out of the new tariff regimes. Among areas that economic researchers have found fault with are; the reduction of tariffs on a discriminatory basis under regional integration that does not guarantee an improvement in welfare for individual countries – the loss of import duty revenue demonstrating the diversity of the EAC member states and the costliness of re-unification (Editor BIA, Dec/Jan 2006).

While commonality is found in agricultural commodity export, members' diversity springs from their economic history. After independence, Kenya had a pure market economy, Tanzania pursued a socialist (Ujamaa) economy and Uganda's was a mixed economy. Perceptions abound that Kenya's economic dominance historical past has been one of the reasons Tanzania opted to be a member of the Southern African Development Community (SADC) instead of the Common Market for East and Central African States (COMESA), Ernst & Young (Editor BIA, Dec/Jan 2006).

Another major challenge noted is the expected entry into the EAC by Rwanda and Burundi. These two are historically francophone as compared to Tanzania, Kenya and Uganda, which are traditionally, Anglophone.

From Independent sovereign states to a Customs Union in January 2005 the EAC integration has proved to present significant challenges. The two Development Strategies preceding the current one had set out to finalize The Protocols on; The Customs Union, Common Market and Monetary Union. However, after signing the Customs Union

Protocol in March 2004, very little has been achieved in finalization of the other related protocols that were meant to progress the integration program.

Having observed these challenges the study aimed to analyze the factors influencing communication among stakeholders in the integration process of the East African Community. This perspective can help one to understand the basic differences in ways of doing business when five different countries (Uganda, Kenya, Tanzania, Rwanda and Burundi) with more than 170 ethnic languages (Mbaabu, 1996), come together into an economic integration and eventually a political federation called the East African Community.

The diversity of the people of EAC manifests itself in form of varied ethnicity, historical background, and different colonial heritage. They also experienced the influence of the Arab merchants that led to the integration of Arabic language with the Bantus to form what is now called Kiswahili. This has affected communication positively and negatively. Communication can therefore be used as tool to enhance effective integration process. The study aimed at establishing how communication has affected the stakeholders in the integration process of EAC. Further looking at the wide area upon which the EAC operates with little infrastructure developed in terms of communication networks, it was also of an academic interest to identify factors that has affected communication in the EAC.

The EAC integration program being in its early stage of full implementation, there is no known academic study that has focused on the EAC communication challenges. The study therefore intended to fill the academic gap by looking at some of the following questions:

(a) To what extents have factors influencing communication affected the integration process of the East African Community?

(b) To what extent have political, economic, social, technical, ecological and technical factors affected the integration process of the EAC?

(c) What recommendations or suggestions can be me made overcome the factors that have affected communication in the integration process of the EAC?

(d)   Is there any problem with communication in the integration process of the East African Community?

1.4   Objectives of the Study

(e)   The objective of the study was intended to analyze the factors influencing communication among stakeholders in the integration process of the East African Community.

1.5   Importance of the Study

This study intended to analyze the factors influencing communication among stakeholders in the integration process of the East African Community. The study aimed at opening a window for closer stakeholder involvement through effective communication in the development and integration of the EAC. It is anticipated that from the stakeholder perspective, the study established the factors influencing communication that must be tackled to enable the stakeholders make effective contribution in fast-tracking the way forward in the East African Community integration.

Government policy formulators and negotiators will find this study particularly interesting when constituting committees for negotiation on regional integrations or cross-border company mergers in future.

Academicians will find this study equally useful in that it adds to the available knowledge in the field of communication as a factor in regional integration and its associated challenges.

The study purposes to mainstream the critical responsibilities of each strategic stakeholder (The Judiciary, Legislature, Secretariat and the Business council) through clearly communicated guidelines in supporting and ensuring the integration process moves forward on schedule.

The study will form a basis for further research in the area of communication as a factor that has influence among stakeholders in the regional integration process.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

The literature reviewed factors influencing communication among stakeholders in the integration process of the East African Community. In this analysis, I will review literature relating to challenges encountered by other similar regional groupings with specific focus on; the European Union (EU), the North Atlantic Free Trade Area (NAFTA), the Asia Pacific Economic Community (APEC), the Southern Africa Development Community (SADC) and finally the East African Community (EAC).

Historically, the movement from local to regional, national or international markets has been an important factor in the process of economic development. The types or forms of regional cooperation can be classified into four broad categories: (i) regional and sub-regional economic cooperation programs (such as cross-border infrastructure, physical connectivity and hardware and software, such as tariff harmonization); (ii) trade and investment cooperation and integration (such as FTAs, intra-regional investment and WTO issues); (iii) monetary and financial cooperation and integration (such as regional policy dialogue, regional reserve pooling, financial market development and exchange rates); and (iv) regional public goods (such as sustainable environment, clean energy and energy efficiency, environmental hazards, natural disaster responses, communicable diseases [HIVI/AIDS/Avian Flu], governance, money laundering, terrorism and human and drug trafficking), Bhattacharyay, (2006).

While considering the American experience in the nineteenth century, the political economic literature has focused on the removing of barriers to trade between nation-states through the attack on tariff policies and the advocacy of free trade. This has always elicited perceptive stereotypes of prejudices. In the case of America and the European Union, there were regional supremacy perceptions that involved; linguistic differences, religious ideological differences, economic power and development level differences, and social differences that revolved around monarchical and bureaucratic institutions. Trade protectionism and free trade agreements were issues that created challenges particularly on how to manage the rules of origin status among various EU members.

Several writers have analyzed the factors influencing communication among regional groupings. For purposes of this study I have focused mainly on researched work on the European Union, the Asia Pacific Economic Community, the North Atlantic Free Trade Agreement, the Southern Africa Development Community. Bachtler et al, (2003), for example observed that the principal challenge for EU regional policy concerned economic and social cohesion in an enlarged Union. Enlargement they observed would lead to a severely imbalanced EU territory in terms of the widening disparities between Member States and especially between regions and the capacity of Member States to address regional problems. The magnitude of the challenge facing the EU in their study is shown in Table 1 below. Across the new Member States acceding in 2004, the GDP per head, as a percentage of the EU 15 nations' average, ranged from 33.2 percent in Latvia to 79.5 percent in Cyprus.

The figures for Romania and Bulgaria were even less than 30 percent of the EU-15 average. Bachtler, felt it will be no easy task for these countries to achieve sufficiently high and sustained growth rates to enable convergence with the then existing EU-15 nations. The most recent economic assessment noted that, while growth appeared to be accelerating, at least in some countries for many countries, the acceleration was likely to be rather minor and, given the underlying forecast error, not significant.

Table 1: GDP growth and GDP per head in the accession countries (Of the European Union)

	Average annual real growth rate		GDP/head (PPS, in % of EU average)	
	1997 -2001	2002-2005	2001	2005
Bulgaria	2.0	4.9	28.1	30.7
Cyprus	4.2	4.2	79.5	84.7
Czech Republic	1.0	3.7	57.2	59.8
Estonia	5.2	5.5	42.3	47.3
Hungary	4.5	4.6	51.2	55.3
Latvia	5.7	5.3	33.22	37.2
Lithuania	3.1	5.5	37.6	41.7
Malta	3.4	3.4	n/a	n/a
Poland	4.1	3.6	39.7	41.3
Romania	-1.0	5.1	25.2	27.8
Slovak Republic	3.3	4.2	46.4	49.8
Slovenia	4.5	4.4	68.8	73.2
Turkey	1.2	4.7	22.4	24.4
European Union	2.6		100	100

2.2   The Communication Challenges Experienced

Although proposals for European integration go back as far as the middle ages, the origins of the present European Union (EU) date back to the period after the World War II. At the time, many Europeans believed that for their continent to experience a political and economic revival after the devastating Second World War, the national rivalries that characterized the past had to give way to greater international cooperation. In 1958 the EU pioneered its integration initiatives through the consolidation of major industrial sectors by signing up treaties that set up the following three main institutions: the European Coal and Steel Community (ECSC), the European Atomic Energy Community (EURATOM) and the European Economic Community (EEC).

These three first steps started the journey into the present twenty-five nation integration that has seen them go through a loose regional economic cooperation, Customs Union, Common market, Economic community and the Political integration now known as the European Union after 50 years. The main challenges that have confronted the EU integration stemmed from political, social and economic rivalry (http://en.wikipedia.org). The linguistic and religious historical attachments were among other challenges to be overcome as the EU strives to settle for a common lingua franca against a strong push for the over seventy recognized languages across the European continent.

The three nations North Atlantic Free Trade Agreement (NAFTA), was signed in 1992 to include Mexico after an earlier agreement of 1988 between Canada and the United States of America. The creation of NAFTA and its implementation in 1994 did not aim at creating a political federation like the EU. The focus for NAFTA was mainly to address trade related issues of Customs Tariffs that initially targeted motor vehicles and automotive spares, computers, textiles and agriculture. The treaty also protected intellectual property rights (patents, copyrights and trademarks) while at the same time removing investment restrictions in the three countries.

Among the major challenges the integration of NAFTA has faced are socio-economic in nature. Mexico for example, has signed Free Trade Area Agreements with more than 40 countries under 12 Agreements. Transnational corporations have always supported NAFTA while the Labor unions in Canada and the USA have opposed it for fear of loosing jobs to the Mexicans. These divergent economic view points practically made it impossible to pursue any closer integration beyond the FTA level. The Mexicans further faced communication challenges as they are Spanish speakers (http://en.wikipedia.org).

The vision of an Asia Pacific economic community was first articulated formally at the first APEC Leaders' meeting of 25 countries in the Blake Island near Seattle in 1993. In the following year 1994, the APEC leaders met in Bogor (Indonesia) under the Bogor *Goals*; a decision was made to achieve free and open trade and investment in the Asia Pacific region by 2010 for developed members and 2020 for developing members. In 1995 the APEC governments developed a commitment to a free and open trade and

investment policy, they committed to business facilitation and economic and technical cooperation (TILF). The Osaka Action Agenda of 1995, which proposed the TILF has been, viewed as the first initiative together with the economic and technical cooperation (ECOTECH) initiative of 1998 as APEC's pillars of action. As late as the year 2003, the APEC initiatives have been on and off efforts that look to tether on lost vision, misplaced priorities and no clear focused agenda of the APEC grouping.

A general reflection on the progress made shows that over the years, APEC governments have taken numerous initiatives to promote cooperation and achieve the APEC vision of an Asia Pacific economic community. These could be seen as milestones of the APEC roadmap, yet many of the initiatives appear to have met with dead ends or faced great difficulties (Hadi, 2005).

Southern Africa Development Community (SADC) as it is known now was established as the Southern Africa Aid Coordination Conference (SAAC) in 1978, Mandaza (1990). A Mr. David Anderson initiated the idea when he commenced the SAAC operations in 1978 from an office in London.

The leaders of the Frontline States in the southern Africa during the Apartheid rule in South Africa took the idea and emphasized the need for cooperation in various aspects of Trade Development at the Lusaka meeting of 1980. A resolution at the meeting that came to be named the Lusaka Declaration of 1980, the SADCC was formed with broader mandate and emphasis on cooperation of the regional countries in Southern Africa.

SADCC existed for twelve years up to 1992 when the member countries adopted the name Southern Africa Development Community (SADC). The SADC region has fourteen member countries: Angola, Botswana, Democratic Republic of the Congo (DRC), Lesotho, Malawi, Mauritius, Mozambique, Namibia, Republic of South Africa, Swaziland, Tanzania, Zambia, Zimbabwe and Madagascar. The fourteen member countries share English, Portuguese and French languages as official lingua franca. Madagascar joined the SADC in August 2005 at almost the same time the Seychelles withdrew its membership from SADC owing to a number of reasons among them; the high cost of membership considerations. The SADC-secretariat is located in Gaborone,

Botswana (Report:SADC, 2000). The republic of South Africa joined SADC in 1994 on attainment of democratic self-rule in the general elections of 1994.

Among key goals of the Southern African Development Community (SADC) is macro-economic convergence of the Southern Africa region leading to monetary unification and a single central bank. This goal is aligned with the goal of the African Union to build a monetary union for the entire continent in stages, starting with each of the sub-regions, of which SADC forms one important region.

2.3   The Case for the EAC

The East African Community Treaty (The Treaty) for the establishment of the East African Community (EAC) was signed on 30 November 1999. This was after three years of negotiations and consultative processes under the East African Cooperation. The people of East Africa guided by the first Development Strategy, which commenced in 1997 negotiated among themselves their quest to reconstruct the system of cooperation that had prevailed in the region in the 1960's and 1970's before the collapse of the former Community in 1977.

The Treaty entered into force on 7 July 2000 following its ratification by the East African Partner states of Kenya, Tanzania and Uganda thereby ushering in the second East African Development Strategy for the period 2001 to 2005. The inauguration of the re-launched regional organization on 15 January 2001 was roundly acclaimed for its historical significance and the pride and hope that it rekindled among the people of East Africa.

The Treaty set out a bold vision under the second development plan for the eventual unification of the EAC Partner States. It outlined a comprehensive system of cooperation among the partner states in Trade, Investment and Industrial development; Monetary and Fiscal Policy; Infrastructure and Services, Human Resources, Science and Technology; free movement of factors of production; Agriculture and Food Security; Environment and Natural Resources Management; Tourism and Wildlife management (EAC Publication 1, 2000). The vision of the EA Community was set "to create a prosperous, competitive,

and secure (stable) and politically united East Africa". The Mission of the EA Community is "to widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa (EA) through increased competitiveness, value added production, trade and investment", (Editor BIA, Dec/Jan. 2006).

The main objectives of the Community were to develop policies and programs aimed at widening and deepening cooperation among the Partner States in political, economic, social and cultural fields, research and technology, defense, security and legal and judicial affairs for mutual benefit (Report on the conference of African Ministers on Regional Economic Communities March 2006).

The second development strategy therefore took into consideration, the experiences gained during the implementation of the first plan, the provisions of the Treaty, the implications of globalization, the intensification of competition and the influence of the position of the EAC in the world market.

The EAC notably entered the integration program straight from Independent sovereign states with a loose cooperation of East African states through a hazy preferential trade area phase to a Customs Union in January 2005. Presently the EAC is implementing the Customs Union level of integration, after opting to combine the first two conventional stages of regional integration; Preferential Trade Area (PTA) and the Free Trade Area (FTA).

Between the period 2001 to 2005 under the second Development strategic plan, a number of achievements have been made which include; the registration of the EAC Treaty with the United Nations and with the Organization of African Unity on 22 and 31 August 2000 respectively. The Secretariat developed guidelines and procedures of admitting new member countries to the Community.

The timeframe from 1997 to 2005 appears to have been rather short when compared to other established regional economic groupings like the European Union, which took close to nine years from 1957 to 1965 before advancing to an economic community. The Economic Community usually takes one step below the Customs Union. A fast-tracking committee set up by the EAC Summit in April 2006, recommended that the period 2006

to 2009 be the transitional phase for the EAC combining the customs union, the common market and the monetary union (Daily Nation 7 March 2007).

2.4   Communication fundamentals

Cultural orientation to communication is often very subtle. Differences in communication preference cause a multitude of problems in sales, negotiations, performance appraisals, team work and so on, Steward and Bennett, (1991). The two scholars observed that cross-cultural communication resides within a framework of eight expressive patterns. Different cultural orientations, present the following expressive patterns; the high context, low context, direct, indirect, expressive, instrumental, formal and informal expressive presentations.

In a high context culture, a great deal of contextual information is needed about an individual or a company before business can be transacted. Business is personal and trust is critical to the relationship; little gets done without it. Low context cultures are primarily task centered. Business tends to be impersonal. Relatively, little information is needed about an individual or a company before business can be transacted. Direct cultures meet conflict head on. Communication in such societies tends to be either one-way or two-way. Indirect cultures use mix of conflict avoidance and third parties to handle conflict. Much indirectness in communication is the desire to save face or protect honor and avoid shame. Expressive cultures are not shy when it comes to displaying emotions. Such cultures are less concerned with precision of communication than with the establishment and maintenance of personal and social connections. Instrumental communication is problem centered, pragmatic, impersonal and goal oriented. What is said is placed above how it is said. Stress is placed on the accuracy of the communication rather than its appropriateness or style. The primary objective is to reach a factual objective, unemotional conclusion that leads to action. Formal cultures place a high value on following business protocol and social customs. Such cultures tend to have a strong sense of history, national culture and tradition. There also tends to be a stronger class or hierarchy consciousness and a respect for rules and procedures. Informal cultures tend to place a high value on change and give minimal significance to historical continuity. Progress is seen to be of higher value than custom. Individuals from informal cultures

tend to feel uncomfortable with social or power differences. They want to be more direct and candid when communicating and want to establish friendly relaxed atmosphere when doing business, Stewart and Bennett (1991).

2.5   Main Challenges Facing EAC

In analyzing, the factors influencing communication among stakeholders in the integration process of the EAC, it is essential to look at them against the various strategy development plans residing within a the broader macro-economic environment. Since inception of the integration in 1997, the EAC has developed three development strategy plans which have all encompassed political, economic, social, technological, ecological and legal perspectives of the EAC member states.

The first plan set out to among several initiatives: (i) Promote the spirit of regional cooperation, (ii) Support the existing forces which have major interest in the strengthening of regional institutions and in the free movement of people, capital, goods as well as services and information within the region, (iii) Emphasized economic cooperation with a view to promoting enhanced political cooperation and integration and (iv) Reinforcement of institutional capacities for regional cooperation.

In the areas of policy and program of action, the first development strategy document earmarked twelve policy and program areas of action for implementation by partner states key among them were; harmonization of the monetary and fiscal policies, easing of border crossing, development of adequate, reliable and affordable energy supply in the region, many other various benefits.

Ten years down, a sizeable majority of the East Africans may not even be sure if these strategy plans ever existed or to what extent their aspirations were met, (Editor BIA, Dec/Jan 2006). From the various non verified information that one encounters, there are several factors that range from the governance structures, different levels of economic development of the partner states, the cultural backgrounds of the communities, the disharmony in infrastructure preparedness, diverse ideological inclinations of each member state etc that are likely to influence communication within the EAC. In trying to unravel the situation, this study will focus on the factors influencing communication

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among stakeholders in the integration process of the EAC as the main area of examination.

The multiple memberships to regional economic communities like Tanzania being a member of the SADC when Uganda and Kenya are members of the COMESA, presents a challenge to the unity of purpose and harmonization of policy when negotiating as an economic block in regional and international forums.

2.6   Communication within the EAC

The EAC like the EU is likely to encounter principal policy challenge concerning economic and social cohesion in an enlarged Community. Enlargement will lead to a severely imbalanced EAC territory in terms of the widening disparities between Member States and especially in the capacity of Member States to address regional problems. The challenge of economic and social cohesion has to be set within the overarching EAC policy priority of improving competitiveness, as agreed at the in the various forums under the Summit meetings. As observed by President Mwai Kibaki of Kenya in The East African Standard, during the fifth extra ordinary special meeting of the EAC Summit in Kampala, the President observed, "There is need to intensify the process by which information is made available to our people and the benefits of deeper economic, social and political integration. It is imperative that we continue to deepen the awareness and understanding among our people and especially opinion leaders, about the ongoing integration of the region". There is need to establish a clear communication mechanism that links integration (Fast-tracking agenda) process with the EAC regional policy.

To facilitate smooth operations of the Customs union, steps were taken by the EAC Summit to harmonize macro-economic policies, liberalize interest rates, exchange rate regimes; harmonize investment incentives, fiscal policies and put in place double taxation regimes. Progress has been made in many of the initiatives however; a number of targets remain un-attained and unclear. The various protocols that are meant to guide the various initiatives have not been published except for the protocol on the Customs Union. The need to develop an effective communication strategy to cut across the various cultures, communicating with the various stakeholders both internally and externally, remains clearly challenging.

To assist this study, I will examine the factors influencing communication among stakeholders in the integration process of the EA Community as they interact within the Political, Economic, Socio-cultural, Technological, Ecological and Legal factors as key drivers to the regional integration process. The East African Community member states have more than 170 ethnic languages shared out as follows: Kenya has forty, Uganda has thirty, and Tanzania has more than one hundred plus the Tutsi, Haye and Hutu languages of Rwanda and Burundi, Mbaabu (1996). This diversity in cultural and linguistic backgrounds can affect the harmonious interaction in communication both at social and official levels. In a survey conducted in major Southern African organizations, it was observed that the languages and semantic differences were a major factor in hampering effective business communication, Mittner (1999).

2.7   Political factors

The initial attempt by Kenya, Uganda and Tanzania to forge regional integration existed from 1967 to 1977 when political differences cropped up and led to its collapse (Editor BIA, Dec/Jan 2006). The organization structure adopted then had the Summit at the top, which consisted of the Heads of state of the three countries. This was the top policy organ making decisions through consensus on the day-to-day running of the Community, Mandaza, (1990). This meant that all decisions that affected the EAC required the three Heads of state to meet before making any decisions. This arrangement caused a lot of crucial decisions to remain pending for too long. The poor personal relationships between the three Heads of state that arose after the collapse of President Obote's Uganda government in the early 1970's only helped to make things worse. The three presidents stopped meeting at all and soon all the institutions started collapsing with the eventual collapse of the secretariat in 1977. This was a strong statement of the critical role that communication would have if regional organizations have any chance of a long-term survival.

The present governance structure has moved the policy decision making level to the council of ministers. The purpose was to empower the council of ministers who are more flexible and it is easier to change them incase they become a hindrance to the integration

process. In trying to fast track the EAC into a political federation the three Heads of State for Kenya, Uganda and Tanzania simultaneously launched campaigns in the respective country capital cities on 13 October 2006 to promote the principles underlying the proposed Federation ahead of a referendum to be held before the year 2010 (The East African 16-22 October 2006).

2.8   Economic factors

At the outset of the nations of East Africa after gaining independence, Kenya had a pure market economy while Tanzania pursued a socialist (Ujamaa) economy and Uganda pursued the mixed economy policy. Over the years there has developed a perception of suspicion as observed by Ernst & Young in the BIA (Editor BIA Dec 2005/06), "Stemming from economic diversity is the perception by the partners that Kenya is the region's wealthiest, Uganda as the fastest growing and Tanzania is integration policy conscious. This is manifested by Tanzania opting to join the Southern Africa Development Community (SADC) rather than the regional Common Market for East and Southern Africa (COMESA)."   The study will attempt to examine the effect of this perceived suspicion among the EAC members and how improved communication can be used to resolve the challenges.

With the accession of Rwanda and Burundi as full members to the EAC, the region now has a land area of 1.9 million square kilometers, a population of more than 120 million people and a combined Gross Domestic Product of over USS\$ 41 billion (The Monitor 19 June 2007). Among critical criteria fro admission to the EAC, the member state has to share a borderline with any of the three founder members; Kenya, Uganda and Tanzania, be governed by a democratically elected Government and operate a free market economy. This presents perceptual communication challenges particularly when dealing with potential investors, donor agencies and bargaining at other international forums. When implementing reforms in LDCs, there are three different ways to approach group processes observes, White (1990).

One is the cluster approach which is often associated with organization development theory; emphasis is placed on inclusion in teams, participation and building of trust and consensus. This approach is based on studies showing that members frequently stereotype each other and thus, have difficulty communicating. The techniques emphasize interpersonal communication. This approach assumes that individual commitment depends on being part of the process and on participating in establishing the goals, objectives and implementation plans.

The second approach is the interactive approach which relies on interpersonal interaction like the interpersonal group process. However, there is more emphasis on political exchanges – group discussions, bargaining, negotiations and exchange – than on building interpersonal trust. Political interaction, conducted as relatively open discussions of policy issues, provides an occasion for persuading others, giving reasons for position and challenging others' views. It builds consensus by actually modifying ideas and viewpoints, rather than by looking either for commitment or for an underlying consensus in the group.

The third approach is the structured group process, which places more emphasis on the cognitive elements in decision-making and on structuring the ways in which participants interact and deal with information. Often associated with strategy analysis, it structures decision processes to encourage creativity and avoid domination by a few individuals. Essentially it separates the process of generating ideas from activities to evaluate those ideas and select among them.

In addressing the various stakeholders who are coming from very diverse backgrounds, it is necessary that the respective group dynamics and orientations be clearly understood and considered in terms of affiliation preferences across the cultures. Some of the challenges that come to the fore include the role of multi-nationals which are foreign owned but which are hosted in the EAC region. Would they be expected to enjoy the preferential arrangements accorded to the indigenous companies?

Communication infrastructure disparities when viewed across the regional landscape of Kenya, Uganda, Rwanda, Burundi and Tanzania. The three countries have varying levels of development for their communication networks. Uganda, Rwanda and Burundi are landlocked nations, which rely on the rail and road network in the neighboring countries of Kenya and Tanzania to access the Sea. This has caused difficulties in movement of the people and goods/services across the various borders but efforts are being made through a proposed development strategy to extend the Kenya-Uganda railway up to Kigali, Rwanda under a World Bank funding support of US$ 280 million (African Business, April 2007, No. 330:88).

2.9   Social factors

The EAC countries of Kenya Tanzania and Uganda have created an administrative structure that is to a large extend a replica of the earlier one that served the defunct EAC except that in name, the policy function has been devolved to the Council of ministers. The various peoples of Eastern Africa have different historical and cultural orientations. The majority of the inhabitants in Tanzania, Kenya and Uganda were basically under the British rule before independence. The two countries of Rwanda and Burundi attained independence from Belgium, which is Francophone. With some effort though, in the three countries English can be used, as the official language and Kiswahili language is widely understood for socialization of the communities. The joining of Burundi and Rwanda into the EAC poses a communication challenge, as the two are primarily francophone speaking countries.

Mr. Egara Kabaji, a lecturer at the Masinde Muliro University of science and technology observes that, the lack of sufficient underpinning of the artistic and knowledge sharing among the wider population of the EAC communities has contributed largely to the slow pace of the EAC integration. Mr. Egara summarizes his contribution by stating that, Mass Communicators and Creative Artists hold the key to solidifying the spirit of East Africa (The Sunday Standard 18 March 2007). He suggests that, "The Idea of integration can only succeed if East African scribes are conscripted into the project…this includes creative writers, journalists, artists and mass communicators".

Organizations that operate across national boundaries encounter intercultural differences that may become barriers in organizations. People from different regional and natural cultures often differ widely in their assumptions about work relationships and organizational operations. To compete successfully in today's multicultural environment, we need to overcome the communication inadequacies resulting from differences in languages and varied cultures (Badi & Aruna). Kenya, Tanzania and Uganda share a common heritage of the Swahili culture based on the Zanzibari trading empire of the eighteenth and nineteenth centuries. As a result, although the three countries possess a rich mix of languages, they share two lingua Franca, in the form of English and Swahili. Such shared history and culture certainly makes integration less problematic (Africa Business, April 2007 No. 330:88). The same cannot be said of the other two partners; Rwanda and Burundi which are former Francophone countries.

Among key social structures that have been set up under the EAC treaty are: The establishment of a court of justice, which falls in the fifth, sixth and seventh levels of the EAC organization. This level defines the Judicial, Legislative and Executive arms of the Community. (1) The Judiciary is responsible for interpretation and adherence to the laws as set out in the Treaty.

2.10 Technological factors

In the past communication specialists relied almost exclusively on alternative media for activities at community and regional level. The preserve of traditional forms of communication and social change are not mutually exclusive. Traditional communication systems can be important channels for facilitating learning people's participation and dialogue development purposes though; the advent of new technologies and their convergence now means that the new mixes and matches can be made for more effective communication programs particularly with disadvantaged groups. Communication initiatives should make use of all media channels available, both modern and traditional and there is merit in combining electronic media with other media that people already like, use and know how to control (Ramirez 2003).

As one goes through the EAC integration milestones, there is a noticeable undertone of an effective technology policy framework that should support the integration process. There is hardly any noticeable high level committee set up to oversee the technology development and integration in the region. Advancement of the Technology sector has made information technology a key component of communication in the modern world. The Internet and wireless based communication has made business activities faster and less costly. It would therefore not be sufficient to address the subject of factors influencing communication among stakeholders in the integration of the EAC without pointing out the role played by the various national communication authorities. The current direction of communications is information technology based. This is an area, which requires high level inter-governmental intervention in terms of providing an enabling infrastructure and environment for faster development of information. Individual countries in the EAC may have achieved different levels of advancement in information technology but there is need for the five nations in the EAC to come up with a regional Information Communications Technology policy establishing a regional coordinating body that will harmonize the sector. The availability and accessibility to affordable information technology to the majority of the membership within the stakeholders to the EAC integration initiative will support faster flow of information. This will in turn avail critical information for quick decision making within the EAC.

Individual players though are making a lot of progress to push for integrated initiatives for instance; the mobile telephone operators Safaricom and Celtel have presently integrated their clientele base in the region. The EAC harmonization of communication strategy has been slow to come by. There are efforts in the road network sector under the East African Road Network project facility. The railways integration and the air transport network policies still remain un-coordinated.

2.11   Ecological Factors

There are also important new social and ecological dimensions of economic development. Public policy has increasingly recognized the social factors that underlie the exclusion of certain groups from the labor market and economy, especially women,

the disabled and ethnic minorities. There has also been a growth in concern about the environmental implications of economic and social activity, from global issues such as climate change and species diversity to more local matters such as waste management, water quality and ground pollution. Reflecting this, sustainable development has become a common policy theme, based on an increasing recognition of the need to take account of the interrelationships between the economic, social and environmental aspects of development.

2.12   Legal Factors

With the arrival of information revolution, information communication technologies (ICTs) are getting most of the attention. The EAC governments have adopted national Information Technology (IT) policies and liberalized the telecommunication sector to attract investments. The emphasis on access to the technologies, though important, must be shifted to the more important issues of meaningful use and social appropriation. Deploying these technologies in ways that benefit the poor requires regulatory frameworks and enabling policy environments which reflect the needs of all sectors of society. Legislation and equitable policies are essential if communication is to become a real tool for poverty alleviation. As the EAC addresses itself to the legal challenges of ICT, it is necessary to develop the legal framework that recognizes the legality of electronic transactions enforceable under the community laws.

CHAPTER 3: RESEARCH METHODOLOGY

3.1   Research Design

This was a cross sectional survey study of the factors influencing communication among stakeholders in the integration process of the East African Community. The study was primarily designed to determine the challenges facing the communication process among stakeholders at the East African Community Secretariat and the East African Business Council offices in Arusha, Tanzania.

3.2   Population of the Study

The population of the study was picked from a select section of the government agencies and the private sector directly involved in the EAC integration process. The basis of identified stakeholders was to have a holistic view from both sides of the stakeholder divide for objective understanding of the challenges and expectations. The scope of the stakeholders considered under this study was the members of: the East African Court of Justice (EACJ), the East African Legislative Assembly (EALA), the Secretariat and the East African Business Council (EABC). The study focused on the personnel based at the EAC secretariat in Arusha, Tanzania. A sample of 10 members was picked from each institution for the study; this implies a total of 40 for the sample.

3.3   Data Collection

The data collection process was carried out through structured interviews and questionnaires (please see Appendix I) administered to the stakeholders who are involved directly in the integration process either as business people or the government agencies. The sample size of 40 respondents was drawn based on a combination of simple random and purposive sampling targeting identifiable stakeholders. The questionnaires were administered to the personnel in the technical teams that are involved in the EAC integration process at Arusha, Tanzania. Each stakeholder was given 10 questionnaires, which were filled by the head of each stakeholder units. The units were further divided into three with each unit head filling one questionnaire. The units were divided into top management, middle level and the operational level. Questionnaires were dropped at the

organizations' offices, filled out by the intended respondent and picked up later. Where it was possible, face to face interviews with respondents were done to gain animate interaction and clarity.

3.4 Data Analysis

The data analysis was collected using questionnaires as statistical tools. Before analyzing the data I fully edited all the questionnaires for completeness and consistency. I applied means and averages to compare responses from the respondents. The comparisons of data were made across departmental levels of management and staff amongst the stakeholders. The data was measured on a five scale instrument and applied to the Statistical Package for Social Sciences (SPSS) with analysis done for the designed parameters.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter deals with data analysis and interpretation of the research findings. The data in this study was analyzed using mean scores and averages and presented in form of tabulated data.

4.2 Stockholder's information analysis

10 questionnaires were collected from the personnel in the East African Court of Justice (EACJ), 10 questionnaires from the personnel in the East African Legislative Assembly (EALA), 10 questionnaires from personnel from the Secretariat and 10 questionnaires from the East African Business Council (EABC). This represented 100% response rate. These four organizations are directly involved in the integration process and therefore, the same were seen as crucial to provide relevant data for this study.

4.2.1 Languages of Communication in the EAC

The EAC countries are home to more than 170 local languages distributed across the region as follows: Kenya has forty, Uganda has thirty, and Tanzania has more than one hundred plus the Tutsi, Haye and Hutu languages of Rwanda and Burundi, Mbaabu (1996).

4.2.2 Languages Contribution to Integration

In determining the role of various languages in the regional integration the respondents were asked to rank five languages in terms of their contribution towards the EAC integration. The number 5 represented the highest level of approval among the interviewed respondents involved in the integration process and number 1 represented the lowest level of approval. Table 5.1 shows the mean scores of each language.

Table 4.2.2: Mean Scores of Languages Contribution to Integration

Language/weight	Mean Score
Kiswahili	2.67
English	4.11
French	1.1
Germany	1.6
Mother tongue	1.8

According to the above analysis it is highly evident that the most influential language in the integration process in the EAC regional grouping is English, with a mean score of 4.11; Kiswahili was rated second with a mean score of 2.67 points followed by various respondents who approved the mother tongue at 1.8; Germany and French consecutively were rated at 1.8 and 1.6 respectively. English ranks highest because all the countries who are members of the East Africa use it as the official language; this facilitates the process of integration which is an official undertaking by the five regional governments of Kenya, Uganda, Tanzania, Rwanda and Burundi. Kiswahili was ranked second because it is spoken by a majority of the citizens although not all members of the East African Community. Kiswahili is used in Tanzania as the official language; in Kenya it is the national language. In Uganda, Kiswahili is perceived as an official language perceived as an instrument of oppression. In parts of Rwanda neighboring the Democratic Republic of Congo, Kiswahili is used more for transacting face to face trade negotiations.

Mother tongue being peculiar to different communities is not very influential owing to the cultural diversity existing in the region. It however scores relatively better than the other two languages of French and Germany due to the national borders which cut across some common ethnic groups. For example, the Kenya-Tanzania border divides the Maasai, the Kuria, and the Luo communities. The Uganda-Kenya border divides the Luhya, Luo, Teso, Pokot and Turkana communities. The Rwanda-Uganda border divides the Nyankole people into Ugandans and Rwandese. Many people in the region do not use

French and Germany unless they encounter the people from those languages. English was therefore the only language that was regarded as most significant having scored a mean score of 4.11 on a scale of 5 possible score of approval.

Languages that scored a mean score above 3 were regarded most influential whereas those languages with mean scores below 3 were regarded as less significant.

4.2.3 Recommended Language to Enhance Integration

When asked to rate the suitability of the various languages spoken in the EAC to achieve faster integration in the region, the results were as summarized in the table below.

Table 4.2.3: Mean Scores of Languages Enhancement to Integration

Language/weight	Mean Score
Kiswahili	3.33
English	3.67
French	3.00
Germany	1.60
Mother tongue	0.90

English language was recommended as the language that could significantly enhance faster integration, scoring a mean score of 3.67. Kiswahili followed with a mean score of 3.33. French was third with a mean score of 3.00 followed by Germany and Mother tongue with mean scores of 1.60 and 0.90 respectively. It was notable that Kiswahili is gaining popularity in the East African region as well as French since the two languages scored a mean score of 3.00 and above.

4.3 Means of communication in the EAC

This analysis was applied to assist determine which means of communication is most favored or popular among stakeholders in the East African Community region.

4.3.1   The means of Communication used greatest in the EAC

The respondents were asked to rank the various methods of communication in terms of how they have been used in the EAC integration process. There were 7 communication means chosen in this study and the respondents were asked to rank them in order of significance to EAC integration. On a scale of 1 to 5, they were to rank each means of communication, number 5 being the most significant and 1 the least significant. Means that scored mean scores above 3.00 were regarded as most utilized whereas those means that scored mean scores below 3.00 were regarded as less utilized. The results are summarized in the table below;

Table 4.3.1: Utilization of Listed Means of Communication

Mode	Mean Score
Road	2.53
Railway	2.47
Air	1.80
Water	1.97
ICT	0.67
News Bulletins	2.13
Mass media	1.77

From the analysis it was observed that the most utilized means of communication was roads with a mean score of 2.53, the proponents cited the proximity of potential member countries and accessibility through road network. The great north road, which runs through the East African region, was cited as a major asset to this course. Roads were also most utilized because it is cheaper than other forms of communication

The second most utilized mode was the railway line with a mean score of 2.47. The main reason for this significance was its ability to carry large containers of commodity and passengers hence improving trading among member states, which is a form, of integration. It was however noted that all modes of communication had scores below 3.00 and thereby regarded as less utilized.

Though Information Communications Technology is one of the most reliable and fastest means of communication, it was not significantly utilized because its adoption has not

been substantial. This was attributed to the costs of equipment involved and the supporting infrastructure. In the EAC region the use of ICT has been a preserve of the rich who are able to access the support facilities like electricity, computer machines and telephone lines. Respondents were of the view that lowering of prices of ICT facilities like computers and wireless communication devices will initiate the adoption of ICT as a major communication channel by even the lower income classes of the society.

4.3.2   Utilization of Channels of Communication

Respondents were asked to state whether the EAC integration has fully utilized the print media, electronic media and radio and television modes of communications. The results were as summarized in the table below;

Table 4.3.2: Utilization of channels of communication

Channel Fully Utilized	Respondents in Percentage
Print	45.54%
Electronic	39.7%
Radio/Television	48.9%

Radio and Television were cited by the majority of the respondents as fully utilized. It was however noted that no single channel was fully utilized as none was supported by more than 50% of the respondents. Low level of literacy in the region and the acquisition costs of the facilities was noted to be a major drawback against use of these channels.

4.3.3 Communication channels preferred for integration

The respondents were asked to rank a number of listed communication channels that should be preferred in the EAC integration, on a scale of 1 to 5, where a score of 5 represented the highest level of approval while the score of 1 represented the least approval rating. The results were as summarized in the table below;

Table 4.3.3: Communication Channels preferred for tracking integration

Communication	Mean Score
Road Communication	4.37
Railway Communication	2.52
Air Communication	0.67
Water Communication	1.92
Information Communications Technology	4.62
News Bulletins	4.13
Public Gatherings by Government ager	1.05
Public gatherings through civil society	2.20

The most preferred channel to promote the fast-tracking of EAC integration was ICT with a mean score of 4.62; this was followed by road communication with a mean score of 4.37. News bulletins were ranked third with a mean score of 4.13. All the other listed communication channels were least preferred since they had mean scores below 3.00.

4.3.4 Media Channels to be utilized in EAC integration

Respondents were asked to rank on a scale of 1 to 5, where a ranking of 5 represented the media channel with the highest strength and 1 represented the channel with the least strength in promotion of the EAC integration process. The results were as summarized below;

Table 4.3.4: Media Channels chosen for promotion of the EAC integration

Media Channel	Mean Score
Print Media	3.62
Radio	4.67
Television	3.75
Public meetings	2.21
Outdoor posters	2.23

Radio channels were cited as the most appropriate media channel with a mean score of 4.67 followed by televisions with a mean score of 3.75. The respondents cited across the border radio channels like the East African radio and TV channels, which could reach all members of the region. The use of official gazettes was also cited as having strong potential due the reliability of the road network viability in the region. This made distribution of the print media easy in the region. There are some newspapers that are distributed across the region, like the East African Standard, the Daily Nation, The Mirror, The East African etc. All the other listed channels notably scored a mean score below 3.00 and thereby less preferable.

4.4 Communication Challenges Facing the EAC

The study interviewed respondents to assess the noticeable challenges that communication is in the EAC integration process. The respondents were assessed on a scale of 1 to 5 where the level of awareness was tested.

4.4.1 Awareness of the EAC integration

Respondents in various categories were asked to rate their levels of awareness of the various stakeholders to the EAC integration. The results were as summarized below;

Table 4.4.1 Awareness of the EAC integration

Stakeholder	Mean Score
National Politicians	4.15
Local Authority Politicians	3.21
Ordinary Citizens	2.13
Intellectuals/Academicians	4.50
Non-governmental Organizations	3.67
Government Departments	3.51

From the analysis, intellectuals/academicians were found to have the highest level of awareness with a mean score of 4.50 on a scale of 1 to 5. These were followed by national politicians with a mean score of 4.15. The only stakeholders with very low level of awareness were ordinary citizens with a mean score of 2.13.

4.4.2   Utilization of Different Languages

The respondents were asked to rate the perceived extent in percentage utilization of the different languages in East African Community. The results were as summarized below;

Table 4.4.2: Utilization of Different Languages

Countries	English	French	Kiswahili	Germany
Kenya	57.8%	0.31%	64.2%	-
Uganda	66.7%	2.3%	0.34%	0.12%
Tanzania	47.6%	2.1%	85.6%	-
Burundi	34.5%	78.5%	-	-
Rwanda	56.7%	67.5%	-	-

The major languages used in Kenya are Kiswahili and English. Uganda's commonly used languages are English and French; Tanzanians frequently use Kiswahili and English. Burundi commonly uses French whereas Rwanda mostly uses French and English. Lack of a common language in the region was noted.

4.4.3   Utilization of Means of Transport

The respondents were asked to rate the utilization of the various means of transport in the member countries. On a percentage rating, their responses were as summarized below;

Table 4.4.3 Utilization of means of Transport

Country	Rail	Road	Air	Water
Kenya	14.5%	76.5%	17.5%	25.4%
Uganda	15.8%	84.5%	21.4%	-
Tanzania	13.95%	78.6%	20.2%	32.5%
Burundi	34.5%	67.4%	16.4%	-
Rwanda	23.64%	76.4%	12.45%	-

From the analysis above, it was noted that road transport is the most common means of transport in the region. All the other means of transport are not significantly utilized. Water transport was found to be less significant in Uganda, Burundi and Rwanda.

4.4.4 Perceived Effectiveness of Transport System

The respondents were asked to give their perceptions on the effectiveness of rail, road, air and water as means of transport in the region. Road and Rail transport were cited as the most effective means of transport. Air Transport was rated as a good means of transport though the cost implication was discouraging its popular use. Water transport was however noted as less effective given that some of the member countries are landlocked.

4.5 Improving Communication in the EAC

The study undertook to assess suggestions by respondents towards suggested ways of improving communications in the EAC region.

4.5.1 Levels of political interaction

Respondents were given a list of possible political interactions including common monetary unit; economic community; customs union; common market; and political federation. The respondents were asked to rank the different levels of political integration in terms of their appropriateness and suitability with the system. The table below shows the weights given to the different political levels of integration

Table 4.5.1 Levels of political interaction

Levels/weight		1	2	3	4	5	Total	Mean Score
Common monetary unit		0	2	3	3	24	145	4.83
Economic community		0	2	3	15	10	123	4.10
Customs union		0	0	3	11	16	133	4.44
Common market		0	0	0	3	27	33	1.10
Political Federation		2	24	1	1	2	67	2.23

From the above analysis it was deduced that members of the four institutions prefer the political integration based on common monetary unit. The respondents cited this as the most effective approach to achieving other higher levels of integration. The common monetary unit was preferred as an important integration initiative because it would speed-up trading among the member states and increase their economic strengths. The respondents cited the importance of economic strengths in an economic integration since it will dictate the extent of shared benefits. A customs union ranked second because it gives a chance for fair trading field. In a customs union, the firms face a level playing field since all tax laws and trading tariffs are harmonized. Political federation being the highest level of integration requires the pursuit of other lower levels of integration to support its stability.

4.5.2 Preferred level of Economic integration of the citizens of the EAC

The Respondents were asked to rank on a scale of 1 to 5, the preferences of the listed economic levels of integration. The results are as summarized in the table below;

Table 4.5.2: Preferred level of interaction of the citizens

	Mean Score
Cross Listing of Stocks	4.24
Free Market Economy	3.15
Mixed Economy	1.24
Joint Inter-State Owned Ventures	0.65
Free Property ownership anywhere in Region	3.45

The most preferred level of economic integration was the cross listing of shares with a mean score of 4.24. The respondents cited the current cross-boarder listing of companies such as East African breweries as a success in integration. Free property ownership followed with a mean score of 3.45. It was notable that joint state owned venture was least preferred.

4.5.3 Social, Cultural, Technological and Legal Factors

Respondents were asked to rank their preferred social, cultural, political and legal factors that could make communication among stakeholders more integrative across the region. One regional passport was preferred by a majority of the respondents with a mean score of 4.24. Seamless Telecomm Networks were also popular with a mean score of 4.45. A Regional Joint Policy on Education and Regional Joint Policy on Wildlife and Natural Resources were the most preferred ecological interaction with mean scores of 4.15 and 3.78 respectively. A hybrid of regional and partner state Laws was the most preferred legal framework of interaction with a mean score of 3.76.

CHAPTER 5: SUMMARY AND CONCLUSIONS

5.1   Introduction

This chapter gives a summa

ry of the findings and conclusions that can be derived from the study. It also highlights the recommendations that can be used to improve or fast track the integration process.

5.2   Summary

This study focused on determining the factors that influence communication among the various stakeholders in the integration of the East African Community. Various factors that influence communication were studied; focusing on the, political, economic, social, technological, ecological and legal factors that influence communication as integration factors in the EAC. The study purposed to analyze the extent to which each of these stated factors can influence the integration process of the EAC. The English language ranked highest as the most popular language because most of the countries who are members of the East Africa use it as the official language; this facilitates the process of integration which is an official undertaking by the East African Community governments. Kiswahili was ranked second most popular because it is spoken by a majority but not all members of the community. Mother tongue being peculiar to different communities is not very popular owing to the cultural diversities in the region. The most preferred means of communication was through roads, the respondents cited the proximity of potential member countries and accessibility through road network. The great north road, which runs through East Africa, was cited as a major asset to this course. Road transport was preferred above all other modes of transport because it is cheaper than other forms of communication.

The railway line was second preferred because of its ability to carry large containers of commodity and passengers hence improving trading among member states. The interaction through exchange of goods and services was cited as a major boost to closer integration.

The respondents indicated a preference for the radio as the most popular channel of communication in the EAC region. The leading illustration of this preference were across border radio channels like the East African radio and TV channels, which have the potential of reaching all citizens of the EAC region.

It was also observed that members of the four stakeholder institutions would prefer integration based on the common monetary unit. The respondent cited this as a more popular approach to achieving other higher levels of integration.

5.3   Suggestions for further study

This study concentrated on analyzing the factors influencing communication among stakeholders in the integration process of the EAC. The EAC region has been an under researched area and therefore the researcher recommends that more research be undertaken in this area. With this study forming a foundation for further research, it is suggested that other studies be carried out targeting the ordinary citizens who appeared unaware of the primary objectives of the East African Community.

Another suggestion is that, the scope of the scope of the study should be expanded to cater for other regional groupings like the East and Central African Common Market (COMESA), the Southern African Development Community (SADC) and the entire African Union as it aspires to achieve the resolutions of Abuja (1982) under the African Plan of Action.

This study concentrated on the factors influencing communication among stakeholders in the integration process of the EAC. Other studies can be conducted to investigate the effects of; financial autonomy, the nomination process of member country representatives, the constitution of the EAC secretariat at Arusha and the level of public confidence in these processes. How can these be made more effective as vehicles of fast-tracking and deepening the EAC integration process.

5.4 Limitations of the study

The extent of this study was limited by resource constraints in particular the finances required to carry out a survey which may have led to different and more improved

conclusions. Further, time constraints limited the degree of analysis of data that would have improved the conclusions reached in the study. There is limited previous research in this area on the East African Community integration and hence there was lack of reference materials to complement the survey findings.

5.5 Conclusions and Recommendations

From the study it is evident that achieving integration is an involving process that requires much input from members. It can be concluded that communication among stakeholders is an important element of the integration process. Communication has various modes and channels. To support effective integration in the East African Community, appropriate channels and modes must be chosen to ensure successful and facilitative communication process. Member countries and potential member countries must review their cultural affiliations and priorities before adopting the process of integration. In the review of cultural priorities, specific considerations should be given to the language diversity, availability of infrastructure and the priorities as relates to the legal framework. It is only when such important issues are resolved that an integration process may achieve its highest level of success.

The study finally recommends that efforts to forge a common language be sought in the region to enhance communication between the member states. This could be addressed at policy level of the Summit or the Council of Ministers by setting up a language policy initiative with overlapping authority across the five member countries. This will require that the school curricular and the various instruction manuals that report on the integration initiatives adopt the desired language so chosen.

From the results of this study it has emerged that there are a number of factors that influence communication during the integration process of regional economic groupings.

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APPENDICES

APPENDIX I: <u>Letter to the respondents</u>

Simon B. Luseno
C/O University of Nairobi,
Faculty of Commerce,
School of Business Management,
P.O. Box 30197,
Nairobi.

Date:……………………………….

Dear Sir/Madam

QUESTIONNAIRE ON FACTORS INFLUENCING COMMUNICATION AMONG STAKEHOLDERS IN THE INTEGRATION PROCESS OF THE EAST AFRICAN COMMUNITY

I am an MBA student at the University of Nairobi pursuing research information on the captioned subject above.

To be able to do this study, I am required to approach the main stakeholders involved in the integration process of the East African Community for assistance through responding to the suggested questions contained in the questionnaire forwarded by this letter.

I have tried to make the questions precise and short to take a relatively short time to respond to. You can be sure your honest response to each one of the questions; will be invaluable contribution to this study.

On my part, I assure you of utmost confidentiality to any responses made. The information so collected will only be available to my research staff and me. Any publication of these findings will be purely for statistical purposes and with formal authorization of the University of Nairobi.

Your assistance will be greatly appreciated and will assist all of us to gain knowledge about the relative importance of the factors influencing communication among stakeholders in the integration process of the East African Community.

Yours faithfully,

S. B. Luseno   Dr. John Yabs
Researcher   **Supervisor**

APPENDIX II: <u>List Of Stakeholders</u>

I.   The East African Community – Secretariat

II.   The East African Court of Justice

III. The east African Business Council

IV. The East African Legislative Assembly

APPENDIX III: <u>MAIN RESEARCH QUESTIONNAIRE</u>

<u>FACTORS INFLUENCING COMMUNICATION AMONG STAKEHOLDERS IN THE INTEGRATION PROCESS OF THE EAST AFRICAN COMMUNITY</u>

<u>SECTION A: STAKEHOLDER INFORMATION</u>

1.   Organization……………………………………………………..

2.   When was the Organization set up?...

3.   Is the Organization involved in the integration process?

                    YES   NO

<u>SECTION B: LANGUAGES OF COMMUNICATION IN THE EAC</u>

4. To what extent has the language given here below facilitated in the EAC integration (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)? Rank in order of preference – 5 represents the highest level of approval and can be used more than once?

	1	2	3	4	5
Kiswahili					
English					
French					
Germany					
Mother Tongue (Specify)					

5. Which of the following languages would you recommend as the most suitable language for the EAC to achieve faster integration (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)? Rank in order of preference – 5 represents the highest level of approval and can be used more than once.

	1	2	3	4	5
Kiswahili					
English					
French					
Germany					
Mother Tongue (Specify)					

SECTION C: MODES OF COMMUNICATIONS IN THE EAC

6. Which of the following means of communication have been used greatest in the EAC integration process (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)? Rank in order of preference – 5 represents the highest level of approval and can be used more than once.

	1	2	3	4	5
Road Communication					
Railway Communication					
Air Communication					
Water Communication					
Information Technology					
News Bulletins					
Mass media					
Public Gatherings by Government agents					
Public gatherings through civil society					
Suggest any other					

7. Has the process of the EAC Integration fully utilized the following channels of communication?

Print media	Yes	No
Electronic Media	Yes	No
Radio/Television	Yes	No

8. Which of the following communication channels should be preferred to promote the fast-tracking of the EAC integration (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)? Rank in order of preference – 5 represents the highest level of approval and can be used more than once.

	Ranking
Road Communication	
Railway Communication	
Air Communication	
Water Communication	
Information Technology	
News Bulletins	
Public Gatherings by Government agents	
Public gatherings through civil society	
Suggest any other	

9. Which of the following media channels should be utilized to promote the EAC integration process (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)?

Media Channel Type	Ranking
Print Media	
Radio	
Television	
Public meetings	
Outdoor posters	
News Bulletins	
Official gazette supplements	
Marketing Commercials	
Suggest any other	

SECTION D: COMMUNICATION CHALLENGES FACING THE EAC

10. Do you think the following categories of people are aware of the EAC integration (Use 1, 2, 3, 4 and 5 to indicate strength of approval/concurrence)?

	Rating in order of approval
National Politicians	
Local Authority Politicians	
Ordinary Citizens	
Intellectuals/Academicians	
Non-governmental Organizations	
Government Departments	

11. State the perceived extent (%) of utilization of the following languages in East African Community.

	English	French	Kiswahili	Germany	Others
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

13. State the perceived extent (%) of utilization of the following means of transport in EAC

	Rail	Road	Air	Water	Telecom
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

14. State the perceived effectiveness of the rail transport system in the EAC region

	Poor	Fair	Good	Very Good	Excellent
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

15. State the perceived effectiveness of the road transport system in the EAC region

	Poor	Fair	Good	Very Good	Excellent
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

16. State the perceived effectiveness of the air transport system in the EAC region

	Poor	Fair	Good	Very Good	Excellent
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

17. State the perceived effectiveness of the water transport system in the EAC region

	Poor	Fair	Good	Very Good	Excellent
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

18. State the perceived effectiveness of the telecommunication system in the EAC region.

	Poor	Fair	Good	Very Good	Excellent
Kenya					
Uganda					
Tanzania					
Burundi					
Rwanda					

SECTION E: WAYS TO IMPROVE COMMUNICATION IN THE EAC

19. Suggest any preferred levels of political interaction of the citizens of the EAC that you believe are more readily acceptable across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

	1	2	3	4	5
Common Monetary Unit					
Economic Community					
Customs Union					
Common Market					
Political Federation					

20. Suggest any preferred level of Economic levels of interaction of the citizens of the EAC that you believe can make communication among stakeholders more integrative across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

	1	2	3	4	5
Cross Listing of Stocks					
Free Market Economy					
Mixed Economy					
Joint Inter-State Owned Ventures					
Free Property ownership anywhere in Region					

21. Suggest any preferred Social levels of interaction of the citizens of the EAC that you believe can make communication among stakeholders more integrative across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

	1	2	3	4	5
One Regional Passport					
Multiple Citizenship					
Visa less cross border					
No Foreign Vehicle permits					
Joint Inter-government Project					

22. Suggest any preferred Technological levels of interaction of the citizens of the EAC that you believe can make communication among stakeholders more integrative across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

	1	2	3	4	5
Seamless Telecomm. Networks					
Integrated E-Government					
Integrated Information Technology Policy					
Sponsoring Joint Regional R & D Initiatives					

23. Suggest any preferred Ecological levels of interaction of the citizens of the EAC that you believe can make communication among stakeholders more integrative across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

	1	2	3	4	5
Regional Joint Policy on Environment					
Regional Joint Policy on Education.					
Regional Joint Policy on Wildlife and Natural Resources.					

24. Suggest any preferred Legal Framework of interaction of the citizens of the EAC that you believe can make communication among stakeholders more integrative across the region (Use 1, 2, 3, 4, 5 to indicate the strength of approval).

Legal framework/weights	1	2	3	4	5
Laws with Jurisdiction across the Region					
Laws having Jurisdiction limited to partner States					
A Hybrid of Regional and Partner State Laws					
Common Civil and Criminal Laws across the Region					
Common Economic Crimes Laws across the Region					