

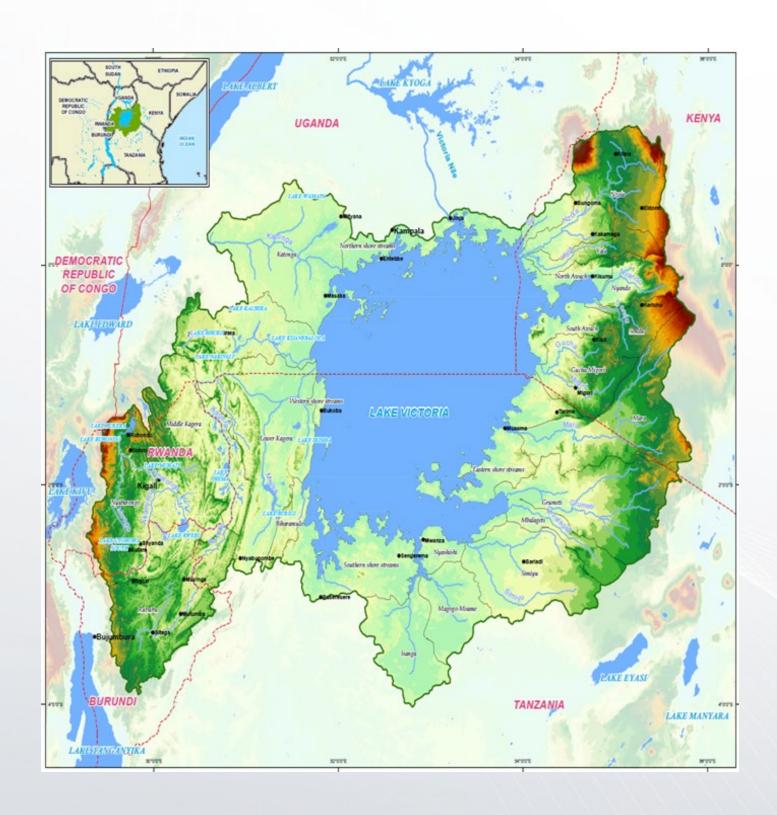
EAST AFRICAN COMMUNITY LAKE VICTORIA BASIN COMMISSION

4TH LVBC STRATEGIC PLAN (2021-2026)

February 2022



THEME: STRENGTHENING RESILIENCE OF COMMUNITIES, ECOSYSTEMS AND ECONOMIES IN LAKE VICTORIA BASIN.



FOREWORD



ake Victoria Basin Commission (LVBC) is honoured to present to all its stakeholders the 4th Strategic Plan for the period 2021- 2026. Lake Victoria Basin (LVB) has been designated as a Regional Economic Growth Zone and an Area of Common Economic Interest for the people of East Africa and LVBC is committed to providing services to the entire Basin and building partnerships in sustainable development and equitable sharing of the natural resources within the LVB.

This Strategic Plan outlines the key priorities for the LVBC for the planned period of July 2021 to June 2026 and provides a detailed plan for the activities to be implemented. The LVBC recognizes the broad range of variables which will impact its operating environment over the coming years. Further, the Plan envisions the new strategic direction of LVBC in line with Article 3 of the Protocol for Sustainable Development of Lake Victoria Basin (the Protocol) which espouses the fourteen areas of cooperation. It is important to note that the Objectives of the LVBC as provided in the Protocol shall be implemented beyond the Strategic Plan period]

An area of priority for the LVBC is improving stakeholder engagement during the Plan period in all its program areas namely: environment and natural resources management; water resources management and development, maritime transport safety and security and Social-economic development. Emerging concepts such as blue economy have also been incorporated to enable the LVBC harness the potential it provides for the region. Further, the LVBC shall implement a comprehensive programme of change, with renewed focus on stakeholder engagement, improving governance structures, strengthening decision making and improving delivery of services. In addition, special emphasis shall be placed on working in teams and eliminating 'silo' approach to its operations. The LVBC shall further focus on building a new and stronger internal corporate culture to support consultation, communication, and collaboration with the Basin stakeholders at large.

Finally, the LVBC anticipates to successfully implement this 4th Strategic Plan in fulfillment of its mandates as expected by the people of the Basin and the EAC Partner States and strictly within the framework of the Protocol. Similarly, LVBC is expected to contribute positively towards the global Sustainable Development Goals (SDGs). These is expected to be achieved through team of dedicated and motivated highly qualified staff. In order to measure the extent of achievement of the strategic objectives, the LVBC has in place a monitoring and evaluation mechanism that commensurate with the expected goals. The LVBC takes this great opportunity to invite all stakeholders (state and non-state) to come and join hands in delivering the objectives set out in this Strategic Plan.

Dr. MASINDE K. Bwire Executive Secretary

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ABBREVIATIONS AND ACRONYMS

AfDB : African Development Bank

AIDS : Acquired Immune Deficiency Syndrome

AWP&B : Annual Work Plan and Budget

EAC: East African Community

GEF : Global Environmental Facility
HIV : Human Immuno-deficiency Virus

HR : Human Resource

HRM : Human Resources Management

ICT : Information, Communication and Technology

IDA : International Development Association

KfW : Kreditanstalt fur Wiederanfban (KfW Bank Group of

Germany)

LV : Lake Victoria

LVBC : Lake Victoria Basin Commission

LVBIF : Lake Victoria Basin Investment Forum

LVEMP : Lake Victoria Environmental Management Programme

LVFO : Lake Victoria Fisheries Organization

LVWATSAN: Lake Victoria Water Supply and Sanitation Programme

M&E : Monitoring and Evaluation

MLVMCT : Multinational Lake Victoria Maritime Communications and

Transport Project

MIS : Management Information System

MOV : Means of Verification
MRB : Mara River Basin

MRCC : Maritime Rescue Coordination Centre

MTEF : Medium Term Expenditure Framework

NFPM: National Focal Point Ministry
NFPO: National Focal Point Office

NRM : Natural Resources Management
PCC : Partnership Consultative Committee
PM&E : Planning, Monitoring and Evaluation

OVI : Objectively Verifiable Indicator

USAID/EA: United States Agency for International Development/East

Africa

USD : United States Dollar

WB : World Bank

EXECUTIVE SUMMARY

The Lake Victoria Basin Commission (LVBC) is a specialized institution of the East African Community (EAC) that is responsible for coordinating sustainable development of the Lake Victoria Basin (LVB). Lake Victoria, with a surface area of 68,870 Km², is Africa's largest and the world's second largest freshwater lake. In the first East African Cooperation Development Strategy (1997-2000), the Lake Victoria basin was declared a 'Regional Economic Growth Zone' and 'an Area of Common Economic Interest' for the people of East Africa and that it should be exploited in a coordinated manner so as to maximize its economic and social benefits as well as the environmental concerns. The establishment of the Commission is provided for under Chapter 19, Article 114 (2)(b) (vi) of the Treaty for Establishment of the East African Community. The Commission was established through the Protocol for sustainable development of the Lake Victoria Basin 2003.

The LVBC Strategic Plan 2021-2026 is a guiding tool for implementation of the LVBC strategic interventions and further outlines the program areas prioritized to be implemented based on the institution's areas of cooperation and aligned to the Shared Vision and Strategy Framework for Management and Development of Lake Victoria Basin, the 6th EAC Development Strategy (2021-2026) and the EAC Vision 2050. The interventions identified under this strategic plan are also geared towards contributing to the Global Sustainable Development Goals (SDGs) 2030 and the African Union Agenda 2063.

The Commission adopted a programmatic approach from the Result Based Management System (RBMS) whereby the six programme areas have been clustered into the following six Development Objectives: (i) To Enhance environmental and natural resources management; (ii) To promote integrated water resources management in LVB; (iii) To enhance maritime transport safety and security on Lake Victoria; (iv) To strengthen social development services in LVB; (v) to promote economic investment and enhance blue economy potentials in LVB, and (vi)To strengthen the institutional and coordination capacity of the LVBC Secretariat and Partner States.

This Strategic Plan will also operationalize a result-based M&E framework to guide the implementation of the strategic interventions. The framework is premised on the results chain framework model and embraces a participatory approach ensuring that stakeholders have a role in M&E.

Finally, this Strategic Plan discusses the resource requirements, risk management and sustainability plan. The section on Human resources gives a status of the current staffing level at the commission and identifies the gaps/needs. The next section focuses on financial resources and addresses the financing needs in terms of budget for the Strategic Plan is estimated at **USD 135,670,000.**

1. INTRODUCTION

1.1. Background

1.1.1. Lake Victoria and its Basin

Lake Victoria (LV), with a surface area of 68,870 Km², is Africa's largest and the world's second largest freshwater lake. The Lake lies at an altitude of 1,134m above sea level and touches the equator on its northern reaches. It is relatively shallow, reaching a maximum depth of about 80m, and an average depth of about 40m. Precipitation is the main source of water into the lake accounting for 82% while the rest (18%), comes in through river discharges. Evaporation accounts for 76% of the loss of water from the lake while the rest 24% is lost through outflow into the River Nile. The lake's water residence time is 23 years, while its flushing time is 123 years. Lake Victoria is a trans-boundary water resource shared by Kenya 6%; Tanzania 51% and Uganda 43%. Rwanda and Burundi lie in the upper catchment of the lake. The Lake Victoria catchment area covers 180,950 Km² with Tanzania occupying 44%, Kenya 22%, Uganda 16%, Rwanda 11% and Burundi 7%. The catchment in most of the Partner States is largely characterized by hilly terrain and consequently soil erosion is a major problem. The basin is endowed with a huge natural resource base upon which its inhabitants depend for their livelihoods. Major sources of income include: agriculture and livestock production, fisheries, wildlife and tourism, mining among others.

The Lake is considered as one of the most important shared natural resource by the Partner States of the East African Community (EAC) and is a major source of water and fisheries resources in the region. The ecosystem around Lake Victoria is comprised of savannah, forests and wetlands. Its biodiversity provides a wide range of species of aquatic and terrestrial life. The socio-economic importance of Lake Victoria to the Eastern Africa region is associated with the fact that it is the largest inland water fishing sanctuary; a major inland water transport linkage for the EAC Partner States; a source of water for domestic, industrial and commercial purposes; a major reservoir for hydroelectric power generation; a major climate modulator in the region; and a rich biodiversity sanctuary.

The 1st EAC Council of Ministers declared the basin as a 'Regional Economic Growth Zone' and 'an Area of Common Economic Interest' for the people of East Africa that should be managed in a coordinated manner so as to maximize its economic and social benefits as well as take care of any environmental and social concerns. However, the available opportunities in the basin have created highly negative impacts adversely affecting the economic and social status of the residents. This has resulted in a basin which is still underdeveloped and struggling with poverty and ill-health. Changes in the basin are linked to a number of interrelated challenges such as: rapid population growth, Ill-health, poverty, land degradation, declining agricultural productivity and water quality all of which must be addressed concurrently to achieve sustainable development.

1.1.2. Lake Victoria Basin Commission

The Lake Victoria Basin Commission (LVBC) is a specialized institution of the EAC that is responsible for coordinating the sustainable development of the Lake Victoria Basin (LVB). The establishment of the Commission is provided for under Article 114 of the 1999 Treaty establishing the EAC. The LVBC was declared effective by the EAC Council of Ministers in July 2005 after successful ratification of the Protocol for Sustainable Development of LVB in December 2004.

Thereafter the Commission commenced its operations in January 2007 and relocated to its designated headquarters in Kisumu City, Kenya the same year.

The Partner States agreed to cooperate in the areas as they relate to the conservation and sustainable utilisation of the resources of the Basin in:

- i. Sustainable development, management and equitable utilization of water resources;
- ii. Sustainable development and management of fisheries resources;
- iii. Promotion of sustainable agricultural and land use practices including irrigation;
- iv. Promotion of sustainable development and management of forestry resources;
- v. Promotion of development and management of wetlands;
- vi. Promotion of trade, commerce and industrial development;
- vii. Promotion of development of infrastructure and energy;
- viii. Maintenance of navigational safety and maritime security;
- ix. Improvement in public health with specific reference to sanitation;
- x. Promotion of research, capacity building and information exchange;
- xi. Environmental protection and management of the Basin;
- xii. Promotion of public participation in planning and decision-making;
- xiii. Integration of gender concerns in all activities in the Basin; and
- xiv. Promotion of wildlife conservation and sustainable tourism development.

The LVBC operationalizes the Protocol through the formulation of a five-year Strategic Plan which is aligned to the regional and international development agenda and focuses on projects and programmes that provide tangible and immediate impact to the people of the basin and the East Africa in general.

1.1.3. LVBC's Broad Vision, Mission, Mandate and Core Values





Vision

A prosperous population living in a healthy and sustainably managed environment providing equitable opportunities and benefits.



Mission

To promote, facilitate and coordinate activities of different actors towards sustainable development and poverty eradication of the Lake Victoria



Mandate

The mandate of the Commission as espoused in the Protocol is to promote, facilitate and coordinate activities of different actors towards sustainable development and poverty eradication of the Lake Victoria Basin through (i) Harmonisation of policies, laws, regulations and standards; (ii)) Promotion of stakeholders participation in sustainable development of natural resources; (iii) Guidance on implementation of sectoral projects and programmes; (iv) Promotion of capacity building and institutional development; (v) Promotion of security and safety on the Lake; (vi) Promotion of research development and demonstration; (vii) Monitoring, evaluation and compliance with policies and agreed actions; (viii) Prepare and harmonise negotiating positions for the Partner States against any other State on matters concerning the Lake Victoria Basin; (ix) Receive and consider reports from Partner States' institutions on their activities relating to the management of the Basin under this Protocol; (x) Initiation and promotion of programmes that target poverty eradication; and (xi) Perform any other functions that may be conferred upon it under the Protocol.



Core Values

The Commission is embodied in the core values of:

- Maintaining integrity,
- Practicing equity,
- Being responsive; and
- Being result oriented.

1.2. Opportunities and Constraints of Sustainable Development in Lake Victoria Basin

The Lake Victoria Basin (LVB) is designated as an Economic Growth Zone for the EAC Partner States with an estimated population of 40 million. The Basin offers tremendous opportunities for socio-economic development and investment in diverse areas including tourism development; lake transport and communication; trade and Industry development and fisheries including aquaculture as espoused in the EAC shared vision and strategy framework for Lake Victoria Basin, 2007 and EAC economic potentials and constraints of developing Lake Victoria Basin as an economic growth zone, 2006. The major opportunities are as follows:

- i. Lake transport and communication: The Lake Victoria Basin will be converted into an economic hub through interconnectivity and infrastructural linkages connecting cities and towns around the lake and links the Northern Corridor with the Central Corridor, and with the ultimate connectivity to the Nile River pathway to the North and Lake Tanganyika to the Southern. The main ports within Lake Victoria, are Kisumu (Kenya), Mwanza, Bukoba, Musoma (Tanzania), Portbell and Jinja (Uganda).
- ii. Trade and Industry development: Enhanced trade amongst the Lake Victoria Basin partners forms the core aim of the EAC integration process. Under Articles 2(2) of the Treaty, the Community pledges to establish a Customs Union and a Common Market. The commencement of the implementation of the EAC Customs Union Protocol which liberalised trade in goods in January 2005 formed the 1st concrete pillar for the EAC cooperation process. With the coming into force of the Common Market Protocol in July 2010, the region moved significantly towards building a single economy. The industrial sector transformation is poised to act as a growth driver over the period of the Strategic Plan 2021 2026. It is built on strong forward and backward linkages with other important sectors such as agriculture and services.
- iii. Fisheries and aquaculture: The fisheries sector contribute about 4 percent of the Basin's GDP and is estimated to give direct support to over 5 million people, with a total annual year catch of 878 tonnes of fish. The Basin has a high potential for fish production. Fish account for 22 percent supply of animal proteins; in addition to local consumption, fish is one of the leading export commodities for Kenya, Uganda, and Tanzania. Small scale fisheries contribute to employment, food security and income generation. Although more than 500,000 tonnes per year of Nile perch and other fish species from the three riparian countries are exported or supplied to local markets, the trend in fish catch in the last few years shows a decline in the catch level and average size of fish as well as fish species. Institutions in the Basin are developing strategies to share best practices and data on fishing mechanisms, aqua-culture techniques among others.
- iv. Tourism development: The Strategic Plan prioritizes joint interventions in tourism products that are competitively priced, cost-effective and have a high return on investment. The sector has great potential in generating employment for particularly young women and men in service areas such as airline companies, tour and travel bureaus, plus hotels and restaurants.
- v. Information and Communication Technology: Information & Communication Technology (ICT) continues to play an increasingly pivotal role in socio-economic development. ICT is therefore vital in supporting the Commission achieve its vision. Technology has become more pervasive and plays an ever-increasing role in the daily activities of the Commission and its stakeholders. Not only does ICT support the requirements of the LVBC's staff and its

stakeholders but also guarantees privacy and security for the LVBC's transmission and data. LVBC will continue to utilize the established and improved governance structures to provide support and facilitate thoughtful investment with periodical review as the needs of the LVBC change and new technologies emerge and allocation of resources to meet the needs of the LVBC.

vi. Agriculture development in the basin: Agriculture is the most important economic activity in the LVB, supporting over 80 per cent of the population of about 44.9 million people, though 60 per cent of these depend on rain-based rural economies, generating in the range of 30–40 per cent of the countries' gross domestic product (GDP). Rain-fed agriculture in the LVB constitutes more than 95 per cent of the agricultural land use and it has undergone enormous environmental changes within the last 40 years. Climate change and land degradation have been repeatedly recognized as being among the major contributors of rapidly evolving changes in the basin that seriously threaten its ecosystem functions, overall biodiversity, and the livelihoods of its populations.

The Lake Victoria has significant agricultural potential attributed to large amounts of fertile, arable land as well as healthy rainfall levels and patterns. Currently, the main cash crops of the region are sugarcane, pyrethrum, coffee, tea and cotton whereas dominant food crops are maize, rice, potatoes, tomatoes, beans and sorghum. Segments of the population derive their livelihoods predominantly from fishing in Lake Victoria and other inland water bodies. The presence of lakes in the region indicates the upward economic potential of fishing and fish farming in the region. There is additional potential for intensive livestock farming and ranching. The main impediments to the optimum agricultural productivity in the region include subsistence farming rooted in low levels of education among farmers as well as the lack of the use of irrigation and modernized farming methods. These impediments are related to the fact that most agricultural activity occur on small farm holdings that limit yields.

vii. Agro-processing in the basin: Agro-processing, which refers to processing, preservation, and preparation of agricultural produce, post-harvest, for intermediary or final consumption, is of great importance to the LVB. Agro-processing increases the value of primary agricultural commodities, provides much-needed employment opportunities, creates predictable markets for raw agricultural produce, and is instrumental to reducing post-harvest losses. The output of this sector in the LVB countries is generally low. Given the large consumer base and the importance of agriculture in the LVB, the potential of the agro-industrial sector is very significant and its development could constitute a key component for an effective agricultural modernization strategy.

However, the sector is faced with multiple challenges that prevent realization of its full potential. Due to the multiple constraints, abundant production during bumper seasons does not always translate to increased incomes for farmers. With high post-harvest losses, surpluses are often lost, while at the same time lack of storage facilities create gluts that exert a downward pressure on prices thereby reducing private sector confidence in agricultural markets and commercialization. In the region, there are ample opportunities in fishing, fish processing and fish by-product processing, as well as in the supply of fishery-related equipment and storage infrastructure such as fishing nets, cooler transporters, processing equipment, packaging materials, and freighters and cargo planes.

viii. Livestock development: Livestock production contributes significantly to the economy of East African countries and has been recognized to be among the most significant sources of revenues in the LVB. However, the large proportion of livestock including cattle is owned by small scale poor farmers who face several challenges including variation of climate patterns. Being in the pool of poverty, climate change has direct impact on small scale livestock keepers and affects their resilience to livelihood including food security. According to LVBC Vulnerability Assessment, 2017 the major factors affecting livestock farming in the

region include lack of pasture (43%) and Livestock diseases (29%). Inadequate grazing land and lack of water have also affected the region's livestock farming. Changes in accessibility to safe and clean drinking water source have resulted from drying up of rivers and dams and floods across the regions.

ix. Blue economy: The Blue Economy encourages sustainable use of ocean/lake resources for economic growth, improved livelihoods and jobs, and ocean/lake ecosystem health as provided for in the Africa Blue-Economy Strategy, 2019. It encompasses many activities which include but not limited to renewable energy, tourism, climate change, fisheries, maritime transport, and waste management. The Global Sustainable Blue Economy Conference held in November 2018 in Nairobi, Republic of Kenya under the theme 'Blue Economy and the 2030 Agenda for sustainable Development was an eye opener and a window of opportunities for the Lake Victoria Basin – LVBC was able to partner with some Development Partners to pursue initiatives in promoting the Blue Economy agenda in the LVB. In this Strategic Plan, LVBC aspires to use "Blue Economy" as a policy tool/ means to drive economic growth in the LVB region and EAC at large.

1.3. Constraints to Sustainable Development

Despite the vast opportunities in the Basin, the EAC shared visions and strategy framework for Lake Victoria Basin, (EAC, 2005) and EAC economic potentials and constraints of developing Lake Victoria basin as an economic growth zone, (EAC, 2006) enumerate several environmental, socioeconomic and management challenges. These were informed by the Regional Transboundary Diagnostic Analysis of the Lake Victoria Basin (RTDA, 2007). These constraints are summarised as follows:

i. Environmental challenges: The environmental challenges in the basin include among others land degradation; over-fishing resulting in declining quantities of fish, reduced average size of fish as well as declining fish species; destruction of the catchment areas due to human settlement, forest fires, poaching and encroachment of protected areas, mining activities, overgrazing, water hyacinth, and demand for agricultural land; discharge of agrochemicals, waste and refuse to water bodies; decrease in fish biodiversity and altered food webs.

Land use and land degradation is ranked as the most pressing trans-boundary environmental issue. Land degradation is a basin wide problem referring to decline in the overall quality of soil or vegetation condition commonly caused by human activities. The poor are impacted in a number of ways including reduced agricultural yields, higher energy prices, loss of future incomes and reduced access to lands. Soil erosion leads to land degradation.

Conversion of forests and wetlands into agricultural or urban lands affects water flow in rivers and increase siltation thus affecting hydro power generation and creates power outages that push up energy prices. In the past four decades, over 70% of the forest cover in the catchment area has been lost, about 75% of wetland area has been significantly affected by human activities and about 13% is severely degraded. Conversion of wetlands typically reduces water flow in the dry season as the ecosystems capacity to retain water is degraded. Wetlands around the lake and its river systems are often a valuable source of food, fodder and other incomes to the poor, including the landless. These lost incomes are not always compensated for when wetlands are converted, which increases vulnerability and can give rise to conflicts. Domestic and industrial waste waters, solid wastes, sediments from soil erosion in the catchment areas, agricultural wastes and atmospheric deposition are the major nutrients sources of the lake. To a greater extent this has contributed to the resurgence of the water hyacinth and blue green algae. Most recently the lake has been faced with the challenge of fluctuation in water levels. Part of the Lake Victoria, especially the deeper areas, are now considered dead zones, unable to sustain life due

to oxygen deficiency in the water.

- ii. Health challenges: Morbidity and mortality rates are high, tuberculosis and water-borne diseases like malaria, typhoid and bilharzia are widespread while malnutrition is evident among children. Access to health care services is inadequate and health facilities are commonly inefficient. This poses a challenge for the Partner States within the basin to meet the Sustainable Development Goals (SDGs). In Uganda for instance, 35% of the burden of disease was attributed to malaria, diarrheal diseases and respiratory infections where the latter two are largely caused by polluted water or air. In the EAC more than 120, 000 people die of pollution related diseases (about 60% due to water pollution/poor hygiene, 39% due to indoor air pollution and 1% outdoor air pollution). In some parts of the basin, infant mortality is significantly higher than the national average and the incidence of malaria is among the highest in the world (RTDA, 2006). Flooding in combination with poor sanitation causes outbreaks of diarrheal diseases and exposes drinking water to pollution from surface runoff. HIV/AIDS prevalence is still high among some fishing communities in the basin (LVBC, 2011). High prevalence of HIV/AIDS typically reduces farmers' capacity to maintain agricultural productivity as well as to invest in soil and water conservation strategies causing further land degradation.
- iii. Food insecurity: Food insecurity and malnutrition give rise to many consequences for health and development with mothers and children being the most vulnerable to the devastating effects. Malnourished mothers are at a greater risk of dying in childbirth and of delivering low-birth-weight babies who fail to survive infancy. Undernourished babies who make it through infancy often suffer stunting that cripples and shortens their lives. Subsequently, they transfer the broad economic disadvantages of malnutrition in their own lives to the next generation, thereby perpetuating the vicious cycle of low human development and destitution. Issues of nutritional security will therefore remain a concern of high priority in the LVB.
- iv. Poverty level: The Human Development Index (HDI) reports published by the World Bank in 2020 estimated Burundi's HDI value at 0.433, Uganda HDI value at 0.544; Rwanda's HDI values at 0.543, United Republic of Tanzania's HDI at 0.529 and Kenya's at 0.601. This report estimated that 72.8% of Burundi's population live below the poverty line of 1.25 US dollars per day whereas Rwanda, Tanzania, Kenya and Uganda are at 56.5%, 49.4%, 37.1% and 41.3% respectively.
- v. Transport and Communication on the Lake: Lake Victoria is the major inland water transport linkage for the EAC countries and the neighborhood region and the related maritime safety and security are of great concern. On Lake Victoria, many lives are lost every year as a result of marine accidents and incidences. Many small fishing vessels are lost at sea as a result of a combination of bad weather, unsafe boats, poor seamanship and lack of safety awareness especially on the existing regulatory frameworks. With alarming frequency, overloaded passenger boats capsize in bad weather, often with large numbers of fatalities. As a result, it is estimated that about 5,000 people lose their lives on the lake annually due to marine accidents. The current network's position system does not offer accurate location of callers in distress as well as the many-to-many communication technology that can be used during rescue missions. This leads to delayed and /or inadequate implementation of rescue missions and thus to loss of lives in the Lake.
- vi. Population Growth: The Lake Victoria Basin Environmental Outlook 2006 highlights the growing population, with an average annual growth rate of 3%, which exerts increasingly greater pressures on its natural resources (UNEP, 2006). The utilization of these resources is heavily driven by livelihood needs of the inhabitants of the basin. The average population density in the entire basin is about 165 persons/km2. This is due to its favourable conditions for agriculture, fishing and other economic activities. The average population density on the

Kenyan, Tanzanian and Ugandan sides of the basin is 297 persons/km², 97 persons/km² and 635 persons/km² respectively. The current population is estimated as 53.8 million inhabitants and it is projected to be 63.3 million in 2026 as shown in Table 1.1.

Table 1: Population Growth estimates in the Lake Victoria Basin

No	Country	LVB Population in Million		
		2005	2021	2026 (projected population)
1	Tanzania	5.4	8.5	10.2
2	Kenya	11.6	18.4	21.1
3	Uganda	5.5	8.6	10.3
4	Rwanda	6.4	10.2	12.1
5	Burundi	3.8	8.1	9.6
TOTAL		32.7	53.8	63.3

Source: Lake Victoria Basin Commission

1.4. Legal and Policy Context

The LVBC is a specialized institution of the EAC with broad mandate to promote, facilitate and coordinate activities of different actors towards sustainable development and poverty eradication of the LVB. The establishment of LVBC is premised on Article 33 of the Protocol for Sustainable Development of the LVB. The establishment of LVBC was in cognizance of Articles 5(3)(c), 112 and 114 of the Treaty for the establishment of the EAC, which recognizes the promotion of sustainable utilization of the natural resources of the Partner States and ensures adoption of measures that effectively protect the natural environment of the Partner States. To maintain the delicate balance between development activities and environmental sustainability of the Lake Victoria Basin, the Protocol emphasizes and adopts for implementation the principle of sustainable development in the utilization of the Basin's natural resources.

The first East African Cooperation Development Strategy (1997-2000) designated the LVB as an economic growth zone to be exploited in a coordinated manner. In order to realize this, a study to determine legal and institutional arrangements for managing the Basin was commissioned by the EAC Secretariat in 2000. The output of the study helped in the setting up of a Lake Victoria Development Program Unit (LVDP) in 2001, at the EAC Secretariat in Arusha, which subsequently transited into the LVBC after adoption and ratification of the Protocol for Sustainable Development of Lake Victoria Basin by the EAC Partner States in 2004.

The EAC has also adopted a set of robust regional policies, strategies and legal instruments that provide a framework for trans-boundary management of environment and natural resources in the EAC Region. The Protocol seeks to promote and enhance regional cooperation in the conservation and management of environmental and natural resources, adopt a common vision in addressing challenges of sustainable development, and make concerted efforts to prevent and control environmental degradation.

The EAC Vision 2050 for socio-economic transformation and development for the region, Agriculture and Rural Development Strategy (2005-2030), the Food Security Action Plan (2011-2015), and the EAC 6th Development Strategy, all provide clear frameworks for the implementation of the LVBC Strategic Plan (2021 – 2026). Other cross-cutting regional instruments including the EAC Climate Change Policy (2011), the Climate Change Strategy and Master Plan, as well as EAC Disaster Risk Reduction and Management Strategy call for sustainable management of

environmental and natural resources. LVBC is mandated by the Sectoral Council of Ministers for LVB to ensure the implementation of the above policies and the LVBC Strategic Plan will act as a guiding document for LVBC to fulfil its mandate.

At the national level, the importance of sustainable management of Lake Victoria is also highlighted in the national development strategies of the EAC Partner States. They include the: Vision 2030 and the Economic Recovery Strategy for Wealth and Employment Creation (ERS) for Kenya; Tanzania Development Vision 2025 and the National five year development Plan (2021-2026) for Tanzania; Vision 2040 and the Uganda National Development Plan III (2020/21-2024/25), Vision 2050 and the 7 year Government Programme: National Strategy for Transformation (NST1, 2017 -2024) for Rwanda, and Vision 2025 and the National development Plan 2018-2027 and Poverty Reduction Strategy Paper II (PRSP II) for Burundi. These visionary and strategic documents emphasize sustainable peace and stability, healthy ecosystems, poverty reduction, and sustainable economic growth, and improved livelihoods.

The interventions contained in the LVBC Strategic Plan (2021- 2026) are in line with the AU Agenda 2063 and the SDGs such as (i) End Poverty in all its forms everywhere; (ii) End hunger, achieve food security and improved nutritional and promote sustainable agriculture; (iii) Ensure healthy lives and promote well-being for all at all ages; (iv) Ensure availability and sustainability management of water and sanitation for all (SDG 8, 12, 13, 14 & 15). The LVBC Strategic Plan is also in line with the EU Policy Frameworks on environment and natural resources management including: the EU Water Policy and Paper on Adapting to Climate Change on Water, Coast and Marine Issues; the EU Water Framework Directive (WFD) that provides an objective-based framework for integrating the ecological and socio-economic perspectives of the management of water resources for the achievement of the goals of improving the ecological status of water catchments while ensuring sustainable livelihoods.

Purpose of the Multi-lateral framework: The above mentioned multi-lateral frameworks, strategies, policies, visions and the global regional and national development goals and blue prints will play a vital role in among others; (i) Ensuring the interventions to be implemented over the said period are designed to contribute to the shared global, regional, and national development targets and priorities such as the various SDG targets, AU Agenda 2063, national development visions among others; (ii) Guiding LVBC interventions over the strategic period to meet global standards and quality; (iii) Guaranteeing adherence to globally acceptable environment and social safeguards as laid out by various multilateral development partners with a view to ensuring that measures are put in place to mitigate any possible negative environmental and social impacts from any proposed intervention; (iv) Ensure complementarity and building of synergies amongst the wide range of LVBC Partners; (v) provide for anchorage of the various resource mobilization initiatives that will be undertaken to finance the cost of implementing the strategic plan; and (vi) Put the LVBC strategic plan 2021-2026 into proper institutional, policy and strategic context at global, continental, regional, national and local community/grass-root levels.

These multilateral frameworks will also guide and inform design and planning of interventions that promote optimal benefit sharing including but not limited to adherence to national laws and policies that have benefit sharing enshrined in them such as Forest Management Acts, Wildlife management Acts, environmental management and coordination Acts, water resources management laws, natural resources management laws among others. These legal frameworks provide explicit requirements and regulations that enable local communities and other relevant stakeholders to sustainably access, harvest and utilize resources such as forests, public lands, inland lakes and fisheries, game parks and wildlife reserves, wetlands among others within the naturally acceptable ecosystem equilibrium / limits that safeguard ecosystem health, functions, services and benefits therein while contributing to the social economic wellbeing of riparian communities.

1.5. Risk Analysis and Management

There are various anticipated risks that may hinder the achievement of objectives outlined in this strategic plan. LVBC has adopted and is implementing the EAC Risk Management Framework, Policy and Strategy in a continuous, proactive, and systematic process to understand, manage, and communicate risk across the LVBC. The foundation to this process has been the establishment of a structure to guide and spearhead implementation of risk management initiatives. As such an LVBC Management Risk Committee has been established and conducts its function in liaison with the EAC Management Risk Committee. Also, a Risk Management Coordinator has been designated to coordinate the risk management function at the Commission.

In relation to understanding the risks the Commission faces, risk assessment has been conducted and risk registers developed for key risk categories. Table 1.2 highlights the top five risks including the planned strategies for the management of the risks.

Table 2: Risk Factors and Management Strategies

	Table 2: RISK Factors and Management Strategies					
No.	Risk Factor	Risk Level	Risk Management Strategies			
1.	Decline in grant funding from development partners due to donor fatigue.	Medium	 Develop sustainable funding mechanisms for the Commission in liaison with the EAC Secretariat. Enhance readiness to access global climate finance mechanisms. Enhance project delivery processes and communication of impact to key stakeholders. 			
2.	Limited sustainability of LVBC implemented projects/ programmes after closure.	High	Develop and Operationalize LVBC Project/ Management Manual that will guide project management process at every cycle from initiation, planning, implementation, monitoring, and closure including the after- closure interventions. This will ensure that sustainability strategies are built into project designs.			
3.	Delay in disbursement of Partner States contributions.	High	Enhance coordination and communication with Partner States to ensure that LVBC impact in the Community is appreciated.			
4.	Unpredictable events including disasters and pandemics	Medium	Develop disaster and risk management plans and design projects that focus on resilience of communities in the LVB.			
5.	Understaffing due to delays in recruitments	Medium	Ensure regular communication to EAC Secretariat about the Status of the Commission. Streamline the functioning of Teams/ Committees at the Commission.			

2. KEY ACHIEVEMENTS OF THE 3RD LVBC STRATEGIC PLAN (2016-2021)

To implement the LVBC Strategic Plan (2016-2021), twenty-eight (28) Key Priority Interventions were identified and planned for implementation under the six development objectives. A total of fifteen 15 of those interventions were adequately implemented accounting for 52% while a total of six (6) priority interventions were partially implemented accounting for 22% There was however a total of seven (7). Priority interventions where no substantial progress was recorded which accounted for 26% of all the planned priority interventions. The key achievements under selected development objectives are highlighted.

To Promote and Facilitate the Implementation of Environment and Natural Resources Management in LVB:

- a. Promoted the development and implemented point source pollution control & prevention measures in LVB: Biochemical Oxygen Demand (BOD) levels improved from an average of 250 mg/l in 2015 to 87.5 mg/l in 2016 and to 57.5 mg/l in 2017.
- b. Initiated four (5) new projects/Programmes to support transboundary natural resources management (Integrated Water Resources Management program for Lake Victoria Basin (IWRM-LVB); Scaling out Resilient water and Agricultural Systems (Scale WAYS); Improving collaborative conservation and management of transboundary natural resources in East Africa funded by USAID; Nile Cooperation on Climate Resilience (NCCR) and Adapting to Climate Change in Lake Victoria Basin (ACC-LVB) Project.
- c. Protected key water catchment areas in collaboration with the Partner states a total of 12,232 hectares of land under Sustainable Land Management (SLM) practices in targeted subcatchments of Nyando in Kenya, Simiyu in Tanzania, Katonga in Uganda and River Kagera in Rwanda and Burundi were conserved in terms of riverine reforestation, reafforestation of degraded hills, buffer zone protection and stabilization of river banks, tree planting in degraded water catchments, radical terracing on sloppy lands among others. To further restore the ecological services and socio-economic functions of wetlands in LVB, the restoration / rehabilitation of 1,333 hectares of degraded wetlands was supported through communities in targeted sub-catchments thereby restoring their ecosystem functions.
- d. Contributed to improved access to safe drinking water and sanitation services for over 700,000



people in 15 secondary towns in the Basin. This led to setting a foundation for sustainable urbanization in these towns and reducing waterborne disease burden.

To improve safety of navigation and security on Lake Victoria:

e. During the strategic period under review, LVBC secured funding of USD 25,014,522 from the African Development Bank to support the implementation of the Multinational Lake Victoria Maritime Communications and Transport (MLVMCT) project aimed at at facilitating transport and trade on the lake by improving maritime transport infrastructure including maritime communications, navigation aids, maritime emergency search and rescue services, and inland waterways for Lake Victoria. The United Republic of Tanzania (URT) also provided land in Mwanza for the construction of Regional Maritime Rescue Coordination Centre (MRCC).



To Strengthen Social Development Services in LVB:

- f. LVBC through Population Health and Environment (PHE) Program supported the mainstreaming of integrated programming approach to improve Family Planning/Maternal Newborn Child and Reproductive Health (FP/MNCRH) and environmental conservation outcomes with focus on cross-border and trans-boundary ecosystems. Two Higher learning institutions (University of Dar es salaam and Makerere University) have adopted the approach and have now PHE Masters Programme.
- g. Further, five (5) ecosystems are being protected through provision of holistic integrated health and environmental conservation services to the communities. These are: Mt. Elgon in Kenya and Uganda, Simiyu in Tanzania, Nyungwe in Rwanda and Kibira in Burundi. A total of 59,120 community members were reached with integrated services. As a result of mobilization and sensitization in the project areas by the trained members of the PHE Community Based Organizations (CBOs), A total of 68 women-led PHE CBOs were formed and operationalized demonstrating increased participation of women in Income Generating Activities (IGAs) with evidence of economic empowerment and ownership of assets such as livestock purchased from the funds/shares received from table banking practiced by the CBOs.

Co-ordination and management capacity of LVBC strengthened:

h. Various activities were implemented under the priority interventions under this DO and among others the Commission strengthened the legal and operational frameworks, human and infrastructure resources capacity of the commission. The EAC Presidents assented the LVBC Bill into the Act into an Act on the 22nd of July 2022; the online payment was introduced to ease the financial operations, facilitated the recruitment of 6 core officers and 5 project staff thereby strengthening the human resources capacity of LVBC. The Commission has also embarked on the construction of its Headquarters. The 38th Extra Ordinary meeting of the Council of Ministers approved USD 1,350,000 to fund the construction of Phase one of LVBC Headquarters. The construction has since commenced.

Details on the Performance of the 3rd LVBC Strategic Plan is in a separate review report and a summary indicating key achievements is provided in Table 3



2.1. Summary of Key Achievements of the 3rd Strategic Plan (2016- 2021)

Table 2.1 summarizes the achievements registered during the implementation of the 3rd LVBC strategic Plan (2016-2021) per Strategic Interventions.

Table 3: Summary Achievements of the 3rd LVBC Strategic Plan (2016-2021)

Strategic Interventions

Key Achievements

Remarks

DO 1 To Promote and Facilitate the Implementation of Environment and Natural Resources Management in LVB

Promoting & Facilitating the Implementation of Sustainable Management of Trans-boundary Natural Resources

1. Strengthen and improve the enabling environment to support holistic transboundary natural resource management (harmonization of policies, strategies, and framework & ENRM instruments for land, forest, fishery & water hyacinth management).

To improve ENRM enabling environment, various measures were undertaken. These included: (i) preparation and signing of the Joint Action Plan for the management of the transboundary Nyungwe-Kibira Ecosystem between Rwanda and Burundi; (ii) signing of MoU between Kenya and Tanzania on the management of water supply and sanitation at services at the cross-border town of Serari/ Isebania; (iii) Development and operationalization of the Transboundary Water Resources Management Plan for Mara River Basin; (iv) Enhanced cross-border ecosystems management for Mara River Basin Ecosystem, Mount Elgon ecosystem Nyungwe Kibira Ecosystem; and (iv) harmonization of key policies and development of administrative instruments including (a) EAC Fisheries and Aquaculture Policy, Harmonized municipal Industrial effluent and discharge into Lake Victoria, Industrial Symbiosis Strategy for LVB, Financial Scheme for RECP promotion in LVB, and RECP Policy and Gaps analysis and Environmental Performance disclosure system.

Interventions to be intensified and adequate resources be mobilized to support implementation in the next SP including implementation of harmonized policies, standards, strategies, regulations and instruments.



2. Strengthen regional capacity for transboundary natural resources management.

Variousmeasuresaimedatstrengthening regional capacity for transboundary natural resources management were undertaken including: (i) capacity extended to LVBC by WSP and PREPARED projects; (ii) preparation of a reference LVB Atlas of "Our Changing Environment"; (iii) Inventoried Climate Resilient Environmental and Natural Resources Management in the Lake Victoria Basin; (iv) supporting applied research by among others conducting 2 fisheries frame surveys for the years (2016 & 2018), and the Vulnerability Impacts and Adaptation Assessment (VIA) in the Lake Victoria Basin which informed the design of the ongoing ACC-LVB Project; Strengthening GIS & Remote sensing capacity of LVBC through the IWRM-Supported GIS & Modeling Unit with KfW's funding.

Continued investment in capacity for and analytical work and assessment for informed decision making is vital for LVBC in this Strategic Plan.



 Mobilize resources and implement trans-boundary NRM interventions in key hotspots **LVBC** designed and mobilized resources for four (4) regional projects / programmes on trans-boundary natural resources management which include: (a) IWRM-LVB; (b) ScaleWAYS; (c) Development Objective Regional Agreement (RDOAG-LVBC); (d) Nile Cooperation for climate Resilience (NCCR); and (e) Adapting to Climate Change in LVB (ACC-LVB. Through these projects and mainly the other pre-existing ENRM projects like LVEMP II, 212 Community Driven Development (CDD) sub-projects on livelihood improvement & ENRM) were implemented with ACC-LVB implementing similar interventions in climate change hotspots in 10 hotspots sites within the basin.

4. Strengthen capacity and implement measures to strengthen basin-wide resilience to climate change.

At the time of the development and ratification of the protocol for sustainable management of LVB in 2003, Climate Change was not a big concern and was therefore not adequately considered then. However, it has now emerged as a key factor affecting sustainable management and development of the basin. To address this, the commission embarked on strengthening capacity implementing measures and strengthen basin-wide resilience to effects of climate change. The measures implemented during the period under review included: (i) The Lake Victoria Basin Climate Change Adaptation Strategy and Action Plan (CCSAP) was successfully developed and adopted and is used to inform interventions on climate change adaptation by various regional projects such as ACC-LVB as well as in the development of new projects; (ii) developed a project specifically to promote Adaptation to Climate Change (i.e the ACC-LVB) and mobilized resources for it from the AF/UNEP for its implementation; (iii Mainstreaming climate Change in all new projects and resource mobilization initiatives with projects such as NCCR and RDOAG being heavy on and factoring in Climate Change adaptation interventions; and (iv) Establishing a Climate Change Unit with support from Adaptation fund/UNEP funded ACC-LVB Project to support structure climate change resilience strengthening.



DO 2 To Promote and Facilitate the Implementation of the Integrated Water Resource Management and Development

2.1 Facilitating the development and implementation of long-term IWRM planning for LVB and trans-boundary river basins within the LVB

 Strengthen capacity for Integrated Water Resources Management (IWRM) as an approach for sustainable transboundary water resources management for LVB.

To mainstream and institutionalize the IWRM approach for sustainable water supply and strengthen the basin's resilience to climate change, various measure were successfully undertaken. These included: (i) Established an IWRM coordination unit within LVBC with funding from KFW under the IWRM Programme comprising of a Program Coordinator and a Modeller supported by the Water Resources Management Officer; (ii) develop the Water allocation plans for the lower Mara River Basin as part of the implementation of the signed MOU for sustainable Mara River Basin through the USAID-funded SWP project; This Unit is funded under the KFW and needs to be mainstreamed into the Institution's core staff.

environmental monitoring information system and supported capacity building for the harmonization and monitoring mechanisms for the New Water Release and Abstraction Policy for Lake Victoria Basin; and (iv) contributed to the development of the EAC Water Resources Management Policy and a strategy of the same for LVBC is yet to be developed.

the

basin-wide

developed

6. Facilitate the preparation and implementation of bankable IWRM projects.

The IWRM program was developed, and funding secured from the Federal Government of Germany (through KFW) and European Union. Through this programme, a total of four bankable projects (High Priority Investments Kisumu, Mwanza, Kigali and Kampala) were developed and are scheduled for implementation.

Concerted efforts needed to roll-out implementation.



1. Promote the implementation and/or adherence to harmonized water resources management policies, laws and management instruments (which include adopted strategies, regulatory standards, MoUs and Management Plans).	The harmonized water and natural resources management policies, laws and management instruments (which include adopted strategies, regulatory standards, MoUs and Management Plans) were disseminated and measures to promote their utilization by stakeholders in the partner state undertaken. However more still need to be done to ensure more adoption.	The outstanding issues regarding the Water release and Abstraction policy, The Water Resources Management Bill need to be addressed and prioritize in this Strategic Plan
2. Promote & Facilitate the Development and Implementation of Point Source Water Pollution Control & Prevention Measures in LVB.	To address various hotspots for point source pollution various measures were successfully implemented: (i) Five key point source pollution hotspots of Kisumu, Homabay, Bomet, Kampala, Jinja, Mwanza and Bukoba were addressed with funding from WB under LVEMP-II project where respective sewerage treatment plants were constructed and/or rehabilitated thereby reducing water pollution on Lake from an average of 250 mg/l in 2015 to 87.5 mg/l in 2016 and to 57.5 mg/l in 2017; (ii) 307 and seven industries/enterprises were trained on RECP out of which 136 implemented a raft of measures that led to pollution & GhG emission reduction; (iii) Completed 17 faecal sludge treatment facilities with a combined capacity to treat 267m3 of sludge per day benefiting over 158,000 people in 15 targeted towns in five EAC Partner States; (iv) Completed 14 solid waste management units in town councils in EAC Partner States.	More towns and cities need these interventions to meet demands of the rapidly growing population.
	This included development of operational guidelines for solid waste management; and (v) completed 21.4 Km of storm water drainage channels.	
3.Promote and facilitate the sustainable development and management of ground water and surface water resources.	The key achievements under this SI included: (i) Completed construction of 27 water reservoirs in the targeted 15 towns in EAC Partner states under the Lake Victoria Water and Sanitation Program; (ii) A total of 12,232 hectares of land were put under sustainable land management practices in the targeted sub-catchments. To restore the ecological services and socioeconomic functions of wetlands in LVB, the restoration / rehabilitation of 1,333 hectares of degraded wetlands was supported through communities in targeted sub-catchments.	The Partner states opted for construction of reservoirs rather than multipurpose dams as earlier envisaged. The dams are still needed, and resources need to be mobilized to support implementation.

DO 3 To Promote, Facilitate and Enhance Maritime Transport Safety and Security on Lake Victoria 3.1 Enhancing Maritime Communications for Safety on Lake Victoria The Key achievements include: (i) 1. Enhance Maritime National Executing Agencies (NEA) Communications and Safety of navigation on Lake Victoria.

under the Multinational Lake Victoria Maritime Communications Transport (MLVMCT) project signed MoUs with the mobile operators to extend communication coverage over the Lake Victoria; (ii) The Tanzanian Government availed the land in Mwanza on which the Regional Maritime Rescue Coordination Centre (MRCC) will be constructed; (iii) Enhanced collaboration among riparian states that contributed to improved security around the Lake thereby reducing insecurity incidences; (iv) Identified a total of 19 (6 - Tanzania, 9 - Uganda, 4 - Kenya) Search and Rescue (SAR) sites to be establishment across Lake Victoria with AfDB funding under the MLVMCT project; (v) Initiated engagements with riparia countries to facilitate formulation of the Regional strategy and security action plan for Lake Victoria; (vi) Installation of 86 Aids to Navigation equipment completed and commissioned under LVEMP-II.

Rising volumes of lake transport & lakes necessitates continued investments in safety in this Strategic Plan.

2. Strengthening Meteorological Services and Early Warning Systems for enhanced safety of navigation on Lake Victoria.

The key achievements included: (i) Launched the HIGH impact Weather IAke sYstem (HIGHWAY) initiative by the National Meteorological and Hydrological Services (NMHSs) of East Africa, the UK Met Office and the WMO on 1st October 2017 and supported a pilot regional Early Warning System (EWS) for communities in the Lake Victoria Basin; (ii) increased in number of people following weather forecasts was observed after completion of various weather-related projects ie. HIGHWAY, WISER among others; (iii) Initiated the ongoing training of experts from Partner States on Weather and Climate Information Services for Africa (WISER).

Strengthen Partnership on this and root for relevant physical investments in this Strategic Plan.

3. Conducting hydrographic survey and mapping of navigational routes in Lake Victoria.

The LVBC with support from the Partnership Fund undertook Bathymetric Survey for the access Ports of Kisumu, Mwanza and Port Bell. However, LVBC is has embarked on resource mobilization from the World Bank and Germany Government to support a hydrographic survey of the entire Lake Victoria.

Need intensify resources mobilization to support this survey.

Strengthening Maritime Capacity and the facilitating environment for Lake Victoria Maritime Operations including laws regulations and operating procedures and plans.

To strengthen the facilitating and environment LV operating for maritime various measures have been undertaken to among others Operationalize the Lake Victoria Transport Act 2007. These included: (i) Partner States through their Maritime Administrations registered 90% of vessels plying in Lake Victoria; (ii) Conducted training of national oil spill responders by respective Partner States in the Lake Victoria together with Table-top exercises.

The institutional and legal framework on LV maritime need to be harmonized across riparia states.

5. Coordinating Feasibility studies; detailed engineering design; dredging, port construction (short term); cargo handling equipment

Lake Victoria Dredging Study was completed under the Lake Victoria Transport Programme (LVTP). Negotiations between Partner States and the World Bank on dredging and port construction is still on-going under the LVTP. Partner States have continued constructing new vessels in the Lake Victoria.

An increased in cargo transported across the Lake Victoria was observed.

These investments are key to meet demand for the project growth in lake trade & transport.

DO 4 To Strengthen Social Development Services in LVB

4.1 Promoting the public health service delivery with emphasis on prevention & control of communicable diseases among vulnerable populations

1. Promoting the health service delivery with emphasis communicable diseases among populations.

public The key achievements under this strategic intervention included: developed and received funding prevention & control of from USAID K/EA for the Project on Population, Health Environment (PHE); vulnerable (ii) improved access to and utilization of public health services by cross-border and vulnerable populations including (a) 3,302 women successfully referred to the health facilities for FP services: 2.155 women delivered at health facilities Rwanda-502, Kenya-498, Uganda-442, Tanzania-388, and Burundi-325; and (c) 3,112 children were fully immunized; (iii) 2,957 households were trained on environmental hygiene and sanitation measures and subsequently have clean latrines and handwashing facilities (tippy tap) majority being in Uganda (682), Burundi (642), Kenya (613), Rwanda (511) and Tanzania 509); (iv) Established 3 forums to support and

There is need to structure interventions and engage qualified staff to lead its coordination.

enhance regional initiatives of nonstate actors aimed at improving health service delivery to cross-border and vulnerable population including (a) The PHE Regional Policy Steering Committee, (b) The Regional Technical Working Group, (c) The National PHE networks in the five Partner States; (v) Developed and coordinated 8 integrated local level sub-projects aimed controlling malaria in non-health sectors which benefited 8,408 households; (vi) Developed and coordinated integrated **HIV/AIDS** awareness initiatives to address management of HIVA/ AIDS where 1.883 women used new preventive methods and a further 38,006 community members reached with integrated services in the PHE sites in the Partner States; (vii) Promoted related operational research to inform policies and programming for improving public health service delivery targeting vulnerable population with 3 products produced and widely circulated and presented during the PHE conference in Entebbe including: (a) PHE Training Manual, (b) PHE Minimum package of services, and (c) Joint papers done with Hope-LVB, PRB, K4Health.

2. Promote the integrated Population, Health and Environment (PHE) programming to improve FP/MNCRH) and Environmental Conservation outcomes with focus on crossborder and transboundary ecosystems.

The following was achieved under this strategic intervention: (i) 3 transboundary ecosystems of Mt. Elgon Kenya/Uganda, Mara Tanzania/Kenya, and Nyungwe-Kibira Rwanda/Burundi started being protected through provision of holistic integrated health and environmental conservation services to the riparian communities: (ii) Developed coordinated implementation of integrated interventions addressing FP/MNCHRH and environmental conservation with 40 members of the PHE CBOs were trained on resource mobilization and proposal writing and 38,006 community members were reached with integrated FP/MNCRH services; (iii) Built capacity of stakeholders at all levels on the Integrated approach to sustainable development with 100 Community Conservation and Health Workers trained on the integrated Community Case Management (iCCM) strategy;

Need to mobilize resources and intensify intervention in this Strategic Plan.

		and (iv) Promoted adoption of technological innovation as a means of improving FP/MNCRH and Environmental Conservation outcomes with 150 members of PHE Networks and Frontline health and environment workers and CBO leaders trained on and are now using the digital M&E data collection tool KOBO Toolbox.	
3.	Promote empowerment of women, youth and vulnerable populations to enhance their participation and decision-making in development initiatives	_	This will continue to be implemented and mainstreamed in all strategic interventions in this Strategic Plan.
4.	Strengthening Community Development initiatives geared towards improving livelihoods of communities in Lake Victoria Basin		Community Driven Sub-project to be continued for dual purpose of livelihood improvement and environmental conservation.

DO 5 To Promote Investment for Economic Development in LVB

5.1 Promotion of an enabling environment for sustainable investment and employment creation

 Promote creation of an enabling environment for sustainable investment and employment creation

There was no stand-alone intervention that was implemented under this Intervention. Strategic However, interventions under other programme areas were designed and tailored to contribute to and contributed to improving the enabling environment for sustainable investments and employment creation. These included: (i) the investments in Lake Victoria maritime that enhanced safety of navigation on the lake thereby opening it up for investors in lake transport, tourism, trade and fisheries; (ii) Investments in water supply and sanitation in 15 Secondary towns, major towns and cities of Jinja, Kampala, Kisumu, Bomet, Homabay, Mwanza, Bukoba, Kigali and Gitega among others has made these towns and cities attractive for both large and SMEs investors with startups in hotels, learning institutions, cottage industries among others setting up due to availability of stable water supply and reliable sanitation services; (iii) Community driven development sub-projects contributed to building capacity and awareness of communities on local resources and leveraging of off-farm and naturebased enterprises to improve their household economies and livelihoods while conserving their environment.

Select interventions and development of an investment strategy as well as leveraging on opportunities under blue economy need to considered in this Strategic Plan.

 Strengthen research and capacity development for increased participation in the regional economy Measures to develop regional capacity for engagement in cross border trade and create awareness on the available regional trade opportunities procedures/rules and the participation in the regional market by the local communities was not undertaken. This was because it was designed as a stand-alone initiative necessitating its own funds allocation. However, to have this achieved costeffectively, it should be integrated and mainstreamed with other projects/ programmes particularly those that aim to strengthen resilience to climate change and environment, water and natural resources.

A concise strategy for promotion of cross-border trade is needed

 Strengthen partnership and collaboration of the National Investment Authorities of Partner States

The activities planned under this Strategic Intervention were not implemented due to lack of funds. These included: (i) Develop working mechanism guide with National Investment Authorities; (ii) Support joint organisation of investment forums; (iii) Promotion of capacity building programs with National Investment Authorities' stakeholders. These will require to be re-designed resources mobilized implementation in the next strategic plan.

A sustainable arrangement for partnering and engaging National Implementing Agencies (NIAs) will be needed in this Strategic Plan.

DO 6 To Strengthen the Institutional and Coordination Capacity of LVBC

6.1 Strengthening Institutional capacity of LVBC

1. Strengthen Institutional capacity of LVBC

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this Strategic Interventions include: (i) LVBC act 2020 was enacted by EALA and is due for assent to by the Heads of State; (ii) procurement plan was fully integrated in the entire EAC budget management system and online payment was introduced to ease the financial operations; (iii) the LVBC Resource mobilization strategy was formulated informed the development of five projects including IIASA, ACC, NDF, IWRM and LVMCTP awaiting operationalization of sustainable financing mechanisms: (iv) Strengthened human resource capacity by filling 6 vacant 6 positions (PAO, WRMO, SM&EO, PRMO, PDO and MSO); (v) Initiated the construction of the LVBC HQs after the 38th Extra Ordinary meeting of the Council of Ministers approved USD 1,350,000 to fund the construction of Phase one of LVBC Headquarters; (vi) Expanding infrastructure ICT including installation of access system and CCTV, revamping of websites and web portals for LVBC visibility. The ICT Security Policy was not implemented and will need to be carried forward into the next strategic period.

key achievements under To be continued and intensified

2.	Strengthening systems of LVBC.	fiduciary	Strengthened operational management systems for finance, procurement, stores, human resources, legal, administrative and audit which culminated in LVBC registering four unqualified audits reports; (ii) automated the business processes, payroll system, electronic banking, fixed assets management & tracking; (iii) customised the approved EAC risk management strategy and framework and subsequently put in place risk management guidelines, risk registers, and risk management coordination unit; (iv) Established various committees to strengthen quality management and assurance Systems at LVBC including (a) Project Development Team, (b) Resource mobilization Team, (c) HR advisory Committee, (d) Budget Committee, (e.) PMET, (f) Management Risk Committee; (g) Economic and Investment Committee; and (h) ICT advisory Committee; (v) Established financial, procurement and Budget systems	
3.	Enhancinginstitutiona in knowledge man and communication.		To enhance the commission's utilisation of knowledge base and improve its visibility, various activities were successfully implemented. These included: (i) Established the PHE regional media network; (ii) Contributed to the formulation of the EAC Communication Policy and strategy and developed its own communication strategy; (iii) developed the Knowledge management strategy which guides the development of various knowledge management products; (iv) contributed to the development of the EAC data, information and knowledge management strategy which will be customized for LVBC once approved by the council.	Need to leverage on and intensify virtual presence & platforms.

4.	Strengthening Planning and Monitoring and evaluation functions.	Under this SI, the following achievements were recorded: (i) developed five Annual Operational Plans and budgets in accordance with EAC Planning and budget guidelines; (ii) produced four Annual reports (16/17; 17/18; 18/19; 19/20); (iii) Coordinated terminal reviews/evaluation of four projects/programmes including LVWATSAN, PREPARED, PHE and LVEMP and produced the respective project completion reports.	
5.	Strengthen coordination capacity of National Focal Point and Coordination Ministries.	To strengthen the coordination capacity of National Focal Point and Coordination Ministries the following was achieved: (i) A Joint Ministerial tour was undertaken to LVBC projects sites; (ii) capacity of LVBC National focal points was strengthened; and (iii) Participation of LVBC / EAC Statutory meetings	

2.2. Challenges, Lessons Learnt and Recommendations

2.2.1. Constraints and Challenges

In the process of implementing its mandate, the Commission faced and continues to face a number of financial and human resource capacity constraints and challenges. These challenges include but are not limited to the following:

- a. Inadequate staffing of the Commission.
- b. The lengthy process of policy approval has negatively impacted on the Commission's Day to day activities and hinders the set targets.
- c. The resources envelop has continued to shrink whereas the LVBC mandate requires more resources.
- d. Heavy dependence on Development Partners to fund key LVB development interventions.
- e. The Outbreak of the Covid-19 pandemic slowed the pace of implementation of the strategic interventions.
- f. Stakeholders' participation is still inadequate with limited engagement of the private sector in LVB interventions; and
- g. Inadequate resources allocated to M&E functionalities.

2.2.2. Key lessons learnt

Several lessons have been learnt in the process of implementing the 3rd Strategic Plan. Key ones include:

- a. Combining both software and hardware interventions enhanced people-centered regional integration aspiration.
- b. Matching planning with the rapidly changing operative context.
- c. Some strategic interventions for instance, under MLVMCT project touching on maritime security required security enforcement capabilities.
- d. Drawing synergies between programmatic interventions in Lake Victoria Basin potentially maximizes outcomes and impacts at lower levels.
- Land scape and programmatic approach ensures synergy, clear definition of key results areas, efficient and cost-effective use of resources while addressing transboundary environmental and social challenges.
- f. Positive change and transformation at community/society levels in rural settings in the Basin

- is not dependent on the level of investment but the local governance, community participation and involvement.
- g. Engagement with key and relevant stakeholders enhances the performance of regional projects and programs.
- h. Support and implementation of community based -climate resilience micro project reduce dependence on seasonal rains and ensure adaptability to droughts.
- i. Mainstreaming of 'eco-diplomacy approach' in managing trans-boundary ecosystems and natural resources is key for reversing degradations and fragmentations of these ecosystems.
- j. Inadequate capacity in law enforcement, compliance and governance is the root cause of water pollution in Lake Victoria.
- k. The results and the approach of regional transboundary programmes have increased the demand for such interventions necessitating for more source mobilization.

2.2.3. Recommendations

Resulting from the different challenges and lessons learnt, key recommendations are made for consideration in this 4th LVBC Strategic Plan. They include:

- a. Efficient coordination amongst the different national and regional stakeholders are crucial for ensuring result-oriented regional strategic Plan implementation.
- b. The priority interventions that have not recorded substantial progress need to be factored in the fourth Strategic Plan for LVBC, and further the Priority interventions that were successful be up scaled to consolidate the gains made.
- c. There is need to establish a sustainable financing mechanism for LVBC given the continued high dependence on donor support which reduces the basin potential to expand its economic frontier.
- d. Further, LVBC and Partner States need to exploit potentials of joint resource mobilization for regional projects.
- e. Identification and prioritization of key intervention areas from the 14 Areas of cooperation for the 4th Strategic Plan period should be realistic and moderated by prospects of availability of funds.
- f. There is need to build capacity of National Focal point officers.

3. SITUATIONAL ANALYSIS

To inform the development of the strategic plan 2021-2026, a situational analysis on Lake Victoria Basin was undertaken and clustered into thematic area as follows:

3.1. Climate change, Environment and natural resources

The LVB is a transboundary ecosystem and a natural resource base comprising a catchment area of 180,950 Km² shared by the five (5) EAC member countries of Burundi, Kenya, Rwanda, Tanzania, and Uganda. Lake Victoria with a surface area of 68,870Km² is the largest freshwater lake in Africa and 2nd in the world. It acts as the only reservoir of all water draining from the catchment areas and has only one outlet which is the River Nile. This therefore implies that it is also a repository of waste water discharged from domestic, municipalities and industries in the basin making it very sensitive to pollution. This challenge is made more pronounced by the characteristics of the lake including very long water residence time of 23 years and a flushing time of 123 years which renders self-renewal and cleansing of pollutants difficult.

The basin is a natural resource base that was designated by the EAC council of ministers as a common economic growth zone to be collaboratively managed, owing to its huge potentials. The potentials of the basin include the rich agricultural soil that supports growing of diverse cash and food crops, freshwater sources for most if not all towns, municipalities and cities within the basin with for instance 90% of Uganda's national water supply being drawn from the basin; It

boasts of most of the wildlife habitats including the Maasai Mara and Serengeti, the volcanoes national park in Rwanda, Nyungwe Kibira, parts of Mount Elgon National park among others. Lake Victoria and its entire ecosystem including its satellite lakes and wetlands is home to about 200 different fish species. Commercial fishery is however dominated by three species; the predatory Nile perch (Lates niloticus), Nile tilapia (Oreochromis niloticus) and Dagaa (Rastrineobola argentea) constituting over 95 % of total fish catch in Lake Victoria. The total fish landings from Catch Assessment Surveys from 2011 to 2014 has been about 1 Million tons with a beach value increasing from about US\$ 550 Million in 2011 to about US\$ 840 Million in 2014. The total biomass (number/weight of fish in the lake) estimated during hydro-acoustic survey in 2014 was at 2.89 million tons with notable increase in Dagaa and Nile perch since the last survey in 2011.

Despite these enormous potentials, Lake Victoria Basin Ecosystem is faced with a myriad of environmental challenges and has as a result, undergone substantial changes over the last 2 decades including: (i) wanton catchment degradation through encroachment and clearing of natural forest for both plantation and small-scale farming that depletes catchment water recharge capabilities; (ii) Poor agricultural and land use practices that leads to excessive soil erosion and therefore sedimentation of the rivers and the lakes in the basin; (iii) Conversion of wetland into agricultural land and for construction. There are 422 wetland units occupying an area of 4,322 km² around Lake Victoria, out of which 34 units are large units greater 10 km2 comprising of 90% of the total Lake Victoria wetlands areas, (49 % in Uganda, 42% in Tanzania and 9% in Kenya). 23% of these wetlands are considered to be moderately to highly degraded, which means that they are polluted or utilized more than authorized; and another 23% are considered to be moderately to highly threaten by encroachment, especially for those surrounded by high-density population areas. This compromises their ecosystems function particularly their ability to filter sediments and remove macro and micro pollutants; (v) Eutrophication occasioned by nutrients deposition from agricultural land, municipal wastes and industrial effluents that leads to algal blooms which is now dominated by the potentially toxic blue-green algal varieties especially in hotspots such as Winam Gulf, Murchison Bay, Mwanza Gulf among others (RTDA, 2007). The synthesis report by World Bank "toward climate resilient environment and natural resources management in the Lake Victoria Basin 2020" further states that these environmental challenges affects the colour/turbidity of lake water lowering its transparency from 5m to now an average of 1m for most part of the year; (vi) Nutrients loading continues to power the excessive water hyacinth proliferation which chokes most of the navigation routes/water ways, fishing grounds, fish landing sites, ports and piers, hydropower generation units and water abstractions (VIA 2017); (vii) Though not at hazardous level, micro-pollutants of the lake from heavy metals (Cu, Hg, Cr, Cd, Pb, Zn) is also emerging as a new challenge but it is localized to hotspots near major towns/cities but has not reached to levels of bioaccumulation that can be considered dangerous.

Other factors that pose a challenge to the environment of Lake Victoria Basin include: (viii) Population explosion with the region being among the most densely populated in Africa at about 300 people per square kilometer way above the African average of only 36 people per square kilometer. This exerts pressure on the already threatened natural resource base as communities residing in the basin strive to support their ever-expanding households and livelihoods needs. This is further compounded by; (ix) climate change and climate variability whose effects have had far reaching implications on the health of this shared ecosystem, its environment, communities and economies (VIA, 2017).

The Fifth and sixth Assessment Reports (AR5 and AR6) of the Intergovernmental Panel on Climate Change (IPCC 2013, 2021) and the World Bank (2013) summarize the projected impacts of climate change to include; (a) pronounced differences in water availability IPCC (2021) that will expose more people to increased water stress; (b) Spread in aridity due to changes in temperature and precipitation with net effect of lower crop yields as growing seasons shortens (VIA_EA,2017); (c) Regime shifts in ecosystems that leads to for instance availability of forage for grazing animals; (d) decline in agricultural production occasioned by reduction in area of land suitable for agriculture, shortening of growing seasons, and decline in yield potential thereby

adversely impacting on food security that could culminate to malnutrition exacerbation; and (e) Negative health effects including undernourishment, childhood stunting, malaria, and other diseases among others.

3.2. Water Resources and Sanitation

The United Nations acknowledges that water is critical for sustainable development and eradication of poverty and hunger, and that it is indispensable for human development, health and wellbeing. Water-related challenges, including limited access to safe water and sanitation, increasing pressure on water resources and ecosystems, disasters and an exacerbated risk of droughts and floods, have received increased attention in the global development arena. The challenges related to water have become a global issue and will be more urgent over the coming years. According to United Nations, the increasing demands of a growing population and rapidly developing global economy, combined with the effects of climate change, will worsen access to water for domestic use and sanitation. Unpredictable supply of water could constrain socio-economic progress in the future. The global facts and figures demonstrate that 2.1 billion people lack access to safely managed drinking water services and 4.5 million people lack safely managed sanitation services (WHO/UNICEF, 2017); 80% of wastewater flows back into the ecosystem without being treated or reused (UNESCO, 2017); and water scarcity already affects four out of every ten people (WHO). The United Nations declared the period 2018- 2028, the Water Action Decade to address the water related challenges. Three major commitments for the decade include: a) the sustainable development and integrated management of water resources for achievement of social, economic and environmental objectives; b) the implementation and promotion of related projects and programmes; and c) the furtherance of cooperation and partnerships at all levels to achieve internationally agreed water related goals and targets, including those in the 2030 Agenda for Sustainable Development.

The Global Water Partnership (2015) observes that most sub-Saharan African countries face severe challenges in securing sustainable access to quality water to meet the increasing demands of a growing population and socio-economic development, while preserving the essential watershed ecosystems on which water resources depend. Many years of fragmented, unsustainable, and under-financed infrastructure development, resources management, and governance have led to over-exploitation of limited water resources and degraded crucial watersheds. Water resources development has largely ignored the interdependency of the many different uses of water – for domestic and industrial use, agriculture, and sustaining the ecosystems and hydrological services it provides. Inadequate information and data on the status of renewable water resources further complicates water planning and governance.

Sub-Saharan Africa's population is growing rapidly and reached 973 million in 2014. Thus, the demand for fresh water for domestic use is also rapidly increasing in regions which water resources are most unevenly distributed compared to other regions worldwide (UN-Water, 2015). Increasing population growth also directly affects water quality, which in turn reduces the quantity of available fresh water. Poor management of forests, wetlands, rangelands, and marginal agricultural lands, inappropriate cultivation practices, and high grazing intensities, have led to high levels of soil erosion and siltation in rivers that affect downstream communities. Over the past 20 years, rapidly growing populations, increasing agricultural development, urbanization, industrialization, and the lack of domestic and industrial waste treatment has led to a deterioration in water quality in rivers and groundwater which also affects the quantity of water available (Global Water Partnership, 2015).

3.3. Maritime safety and security,

Lake Victoria is one of the largest commercially navigable freshwater lake on the African Continent connecting three of the six EAC Partner States of Kenya, Tanzania and Uganda. For many years, the lake was perceived to be a barrier to inter and intra-regional trade and transport since emphasis was put on land transport. Further most of the rivers draining into it such as the Akagera River have navigation potential that can be developed into navigation routes alongside the satellite lakes within the catchment such as the transboundary lakes Rweru and Cyohoha

South shared between Rwanda and Burundi. Despite this potential for maritime transport within the basin, the sector has largely remained under-developed. This can in part be associated with limited maritime route mapping and installation of aids to navigation, inadequate development of ports piers and harbours and other navigation infrastructures among others.

It is for this among other reasons that LVBC was set up to address these challenges which include: (i) limited navigability of the lake, (ii) poor maritime communication network on the lake (iii) outdated marine navigation/nautical charts; (iv) increased marine incidents and accidents; (v) rampant maritime insecurity; (vi) marine pollution by vessels on Lake Victoria; and (vii) limited forecasting and dissemination of weather information over the lake.

This prevailing context characterised by inadequate transport infrastructure presents challenges associated with loss of lives estimated at 5000 annually. These challenges present a major barrier to trade expansion not only in LVB but also in the EAC region at large. The existing limited routes are vulnerable to disruption and as a result, the costs of transporting goods to markets are prohibitively high for regional traders and producers. In the Lake Victoria riparian countries (Kenya, Tanzania and Uganda), the majority of existing freight is transported by road via the region's congested Northern Corridor.

It is with the above realisation that the Heads of State of the Common Market for Eastern and Southern Africa (COMESA) and the East African Community (EAC) have now committed to adopting an integrated approach to diversifying trade routes, recognising the potential to transform Lake Victoria from a trade barrier to an important trade route. This is critical since Partner States are now exploring and developing capabilities to transport oil and petroleum-products via the lake - example being the newly developed Kisumu oil jetty. This coupled with the linkage of the ongoing development of Standard Gauge Railway (SGR) transport system to the port cities of Kisumu and Mwanza has the potential to transform the lake into an important economic hub as envisaged in the protocol for sustainable development of LVB. It however requires commensurate investments in making the Lake Victoria, its satellite lakes and navigable rivers more safe, secure, and economically viable to support the growing potentials for water transport, trade, fisheries, and tourism industries.

3.4. Social development services

The Lake Victoria Basin with a population of over 44 million inhabitants supports one of the densest rural populations in the world. Population densities in the basin portions of the Partner states are well above their respective national averages. Some of the consequences of the high population resulting from human activity include: deforestation, poor agriculture and land use practices, air and water pollution and overfishing among others. Consequently, the natural resources cannot adequately sustain livelihoods of the inhabitants resulting in manifestations of ill health, escalating communicable and non-communicable diseases, high maternal, neonatal and child mortality rates. The health and environmental challenges in the EAC region at large and the Lake Victoria Basin in particular are interlinked and they catalyze each other. Such challenges require integrated solutions.

To address the above challenges, Article 112 (2k) of the EAC Treaty of 1999 provides for Partner States to adopt measures and policies to address the existing demographic profiles such as high growth rates and fertility rates, high dependency ratio, poor social conditions and poverty in order to mitigate their adverse impact on the environment and development.

3.5. Gender, Environment and Climate change

The Treaty establishing the East African Community in Article 121 provides for women's participation in governance including appropriate affirmative action at all levels. The Constitutions of EAC Partner States also provide for inclusive representation of women and men, boys and girls at all levels of governance. The region has invested heavily in the provision of health care services; however, the EAC expenditure on health as a percent of GDP remains low – with all the

Partner States spending, on average, between 1 and 1.5 percent, of their total budget on health (EAC Development Strategy 2016/17– 2020/21).

At regional level, life expectancy remains low ranging from 42-65 years, below the global average of 71.4 (WHO Report,2015). The maternal mortality is at an average of 414 per 100,000 births compared to the world average of 216 per 100,000 live births in 2015 (WHO and UNICEF 2016). According to the EAC Vision 2050, it is projected that Child mortality will be reduced to 36 per 1,000 by 2050.

Detrimental effects of climate change can be felt in the short-term through natural hazards, such as landslides, floods and hurricanes; and in the long-term, through more gradual degradation of the environment. The adverse effects of these events are already felt in many areas, including in relation to, inter alia, agriculture and food security; biodiversity and ecosystems; water resources; human health; human settlements and migration patterns; and energy, transport and industry (UNDP 2017). In many of these contexts, women are more vulnerable to the effects of climate change than men, primarily because they tend to be poorer and are more dependent for their livelihood on natural resources that are threatened by climate change. Women and men in rural areas tend to be more vulnerable when they are highly dependent on local natural resources for their livelihood. Those charged with the responsibility to secure water, food and fuel for cooking and heating face the greatest challenges. Women are not only vulnerable to climate change, but they are also effective actors or agents of change in relation to both mitigation and adaptation. They often have a strong body of knowledge and expertise that can be used in climate change mitigation, disaster reduction and adaptation strategies.

To facilitate effective participation in the on-going regional and international climate change negotiations, the Commission will adopt a common position on climate, which is aligned with the five pillars of the Bali Plan of Action, prioritizes adoption of the five pillars. Other areas of focus are mitigation, technology development and transfer, capacity building, and financing. The strategic plan is the Commission's policy document and a guiding tool for decision making on how to allocate Resources for the needs and interests of society in the basin. The commission is committed to ensuring gender responsiveness in the sustainable management of the environment and natural resources; climate change adaptation and mitigation initiatives. The commission will coordinate:

- i. Development and review of environment and natural resources management laws, policies and programs to ensure gender and equity compliance;
- ii. Capacity building of state and non-state development agencies in the basin to ensure gender mainstreaming into environment and climate change laws, policies, programs and national environmental action plans; and
- iii. Support interventions aimed at equitable participation of men and women in the sustainable utilisation of Basin natural resources for economic benefits including opportunities for carbon trading.

3.6. Investment Promotion and Blue Economy

The Lake Victoria is considered as one of the most important shared natural resources by the Partner States of East Africa. The strategy framework for management of and development of Lake Victoria identified several policy areas for action. One of the policy areas on production and income generation sought to ensure that resources are sustainably and equitably utilized for increased income and poverty reduction in the Lake Basin . The Protocol for Sustainable Development of Lake Victoria Basin recognized this vision and provided for areas of cooperation that are directed to investment promotion and economic development. These included the need to promote trade, commerce and industry development and promotion of development of infrastructure and energy. The emergency of the blue economy concept seeks to promote economic growth, social inclusion and the improvement of livelihoods while at the same time ensuring environmental sustainability of the Ocean's coastal areas and inland water shores.

There are several key drivers in LVB shaping the need for development of investment promotion and blue economy agenda in the Basin. A few are highlighted. First, the rising population growth in the Basin will create a high demand of investment promotion services. Second, the zeal for EAC regional economic integration and increased recognition of the private sector in regional economic development requires targeted interventions for investment promotion, private sector development and blue economy agenda be prioritized. The EAC has put in place sufficient legal framework that has created a conducive legal environment for investments to thrive. This legal framework is enabling EAC Partner States to cooperate in the areas of Investment and Industrial Development to harness the investment potential to promote economic growth and development in the region. Third, the increased recognition by EAC Partner States on the importance of Lake Victoria as a shared resource that should be exploited to advance regional economic integration requires that LVBC works with key stakeholders to implement targeted interventions in that direction.

There are some challenges that hinder the development of the investment promotion and blue economy agenda in the LVB. They include lack of projects and programs to operationalize the existing policy frameworks for investment promotion in the region. Also, there is limited or no research and development initiatives for economic development. Most research have targeted the understanding of the situation of the environment and water resource management, but little has been done on how the Lake Victoria ecosystem can be exploited for enhancing economic development and regional integration. In addition, there has been no partnerships and collaboration with relevant institutions in the Partner States responsible for investment promotion. Also, the emergency of the blue economy concept requires that LVBC positions herself and contribute to this agenda in the EAC. At the moment, there is no policy and strategy framework on blue economy in the entire EAC region and the interventions on blue economy are scattered in different sectoral areas and need to be streamlined to ensure that the Community's contribution to blue economy agenda is monitored and reported on. The above snapshot creates a need for LVBC to prioritize the promotion of economic investment and enhance blue economy potentials in LVB.

3.7. Impact of COVID 19

The emergence of coronavirus in China in December 2019, its rapid spread globally with worrying effects on human life, has had devastating effects across the globe. The outbreak rapidly graduated to a pandemic and at the global level, output of services affected by the pandemic is projected to decline by 9.3%, tourism services by 8.8%, with a decline in agricultural and manufacturing output by about 3%. The COVID 19 disruptions have led to market closures with dilapidating effects on global trade, tourism and hospitality industry, reduced manufacturing, high unemployment. The worst hit sector is health since the pandemic affected health directly with spill over to the economic sector. Disruptions in global supply chains and inputs, has resulted in interruptions in domestic production due to containment measures and speculative increases in prices for basic consumables could exacerbate inflationary pressures. Further, reduced exports could also exacerbate country specific debt servicing capacities. Worse still is the closure of businesses from cash flow challenges, markets, leading to loss of livelihoods and employment. Both IMF and World Bank predicted depressed economic activities worse than those experienced during the Great Depression of 1929-1933.

The EAC region and Lake Victoria Basin in particular experienced several economic shocks in 2019 and 2020. These included the floods, locusts and lately COVID 19 with more devastating effects. Realizing that the spread of COVID-19 was mainly through human travel, airports and borders were closed, curfews imposed, social distancing necessitating the need to stay at home, reduction on movement of people, lockdowns and eventually closure of businesses. The COVID-19 pandemic has impacted EAC economies both directly and indirectly because of the measures taken to contain the spread of the disease. Substantially reduced movement of international freight, and reduced capacity or in many cases closure of borders by EAC Partner States and their trade partners as a measure to contain the pandemic within a space of less than a month since March 2020, halted virtually all trade.

3.8. A SWOT Analysis

In addition to analyzing the situation of the key sectoral areas relevant to LVBC, there is also a need to assess the internal and external environment as it relates to LVBC as an Institution. As such, an assessment of the Strengths, weaknesses, opportunities and threats (SWOT) are highlighted in Table 4

Table 4: SUMMARY OF LVBC SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
INTERNAL LVBC		EXTERNAL LVBC	
The EAC Treaty and the LVBC protocol provide an overall policy framework for developing the shared resources of the basin	Multiple country membership to regional agencies (SADC, NBI etc.) and poorly enforced legal, policy and regulatory framework (e.g. effluent standards)	Growing political commitment and relative political stability in the region	The current Political and security in the region need to be maintained
Overall vision and strategies are largely in place	Inadequate institutional depth (staffing) to respond to the increasing and emerging demands in strategic planning and complex water resources allocations	The LVB has a huge potential and attractiveness for natural resources development to the benefit of equitable socio-economic growth Existence of improving information and communications technology which can be leveraged by LVBC to enhance delivery efficiency and impact of its projects and program.	Uneven development of the Lake basins shared waters and a myriad of other issues threatening the sustainability of resource utilization Climate change that causes severe shocks to the livelihoods of most households in the Basin. High population growth rate of 3% which increases competition for scarce resources
		Natural resources and conducive climate: Lake Victoria Basin has 3 agricultural seasons and is endowed with plenty of water resources that can be harnessed for irrigation.	
Considerable body of knowledge has been developed over the past decade. (Water Resources Information System in place (WRIS, 2013)	Inadequate water resources analytical capacity and information management, with the associated problems for cooperation and planning in shared water resources. WRIS only partially used and knowledge products are inconsistently generated from the system	Strong demand for LVB level data, scenarios, development perspectives and recommended strategies to reverse threatening trends	Dependency on continued incomplete and fragmented data collection and data availability from partner states institutions

Regional networks for the various stakeholders exist and play an active role in awareness raising and project implementation	Low levels of awareness, education and training in regional IWRM as it relates to economic, social, environmental and political issues training in regional IWRM as it relates to economic, social, environmental and political issues	Strong demand for establishing stakeholder platforms for regulation of abstraction and releases	Stakeholders losing interest in LVBC because of perceived limited added value at the regional level as well as support for the national level
Established and functional EAC and LVBC organs and institutions. National coordination ministries	Uneven institutional development and capacities in different Partner States.	High demand for facilitated capacity development by the Lake Victoria basin	Countries may lack the technical and institutional capacity to assess transboundary issues, and to implement programs Lengthy decision- making processes
Longstanding experience with Program Coordination and Management at regional scale	LVBC need to have programmatic approach and adequately organized for regional Programs Development.	Demand for a robust project pipeline that could raise increasing interest from financing institutions as well as private investors Existing support by development Partners (WB, USAID, AfDB, SIDA, KFW/EU, etc.), with keen interest to fund projects and programs that integrate environment natural resources, health and water sanitation, value chains, social and	The need to maintain the political commitment to regional infrastructure development as compared to national priorities and interests
		economic initiatives, trans-boundary issues etc.	
Diversified financial streams; LVBC is funded from the EAC budget, stakeholders' contributions and DPs stakeholders' contributions and DPs	Funding base of LVBC is not entirely stable and predictable and the dependency on DP funding is too high	Many international investors wish to invest in the LVB 's fast-growing economies, particularly given the huge market represented by the EAC partner states	Countries may lack the necessary resources, (e.g. financial) to implement agreed upon initiatives to effectively address transboundary issues Inadequate sustainable funding mechanisms Differing Donor policies /conditions on regional project

4. STRATEGIC PLAN PROGRAMME AREAS

The Commission identified six programmes arears to drive the implementation of the fourteen areas of cooperation over the next five years and these are: (i) Climate Change Actions, Environment and Natural Resource Management, ii) Integrated Water Resource Management and Development (IWRM&D); iii) Maritime Transport, Safety and Security on Lake Victoria; iv) Social Development Program; v) Investment Promotion and Blue Economy Development; vi) Strengthening the Institutional and Coordination Capacity of LVBC and Partner States. These are elaborated as follows:

4.1. Climate Change Actions, Environment and Natural Resource Management

This programme area is designed to guide LVBC in the execution of its mandate as spelt out in the protocol for Sustainable Development of LVB, taking into consideration effects of/and adaptation to climate change. Specifically, the programme aims to support implementation of seven areas of cooperation including: (i) Sustainable development and management of fisheries resources; (ii) Promotion of sustainable agricultural and land use practices including irrigation; (iii) Promotion of sustainable development and management of forestry resources; (iv) Promotion of development and management of wetlands; (v) Promotion of research, capacity building and information exchange; (vi) Environmental protection and management of the Basin; and (vii) Promotion of wildlife conservation and sustainable tourism development. It will further support the strengthening of the climate change mitigation and adaptive capacity of communities, ecosystems and institutions as well as contributing to mitigation efforts within LVB.

The program aims further to: (a) Facilitate the development of, and promote the adoption and implementation of harmonized policies, laws and standards and approaches for Trans-boundary Natural Resources (TBNR) management and bio-diversity for land, forests, fisheries and wildlife in Lake Victoria Basin; (b) Strengthen Partner States capacity for climate change mitigation and adaptation for sustainable and resilient ecosystems management including reduction of exposure to climate-related hazards, improving generation and dissemination of climate information, strengthening awareness and ownership of adaptation and climate risk reduction measures, promotion of climate smart technologies and approaches such as resource efficient and cleaner production, climate smart agriculture and irrigation and mitigating environmental and natural resources-related conflicts; (c) facilitate Partner States' adoption of sustainable agriculture and land use practices; and (d) facilitate EAC Partner States' use of Lake Victoria Basin environmental health and natural resources data to support policy, decision making and planning of sustainable management of TBNR.

The climate change actions, environment and natural resources programme area has one strategic objective which is to "Enhance Environment and Natural Resources Management and Strengthen Climate Change Mitigation and Adaptive Capacity in Lake Victoria Basin. Under this objective, eight strategic interventions have been earmarked for implementation.

Strategic Objective 1: *to Enhance Environment and Natural Resources Management, and Strengthen Climate Change Mitigation and Adaptive Capacity in Lake Victoria Basin*The eight strategic interventions to be implemented are (i) Promote sustainable agriculture and

land use management practices in critical transboundary watersheds & ecosystems/landscapes; (ii) Implement biodiversity (terrestrial and aquatic) conservation and management measures in transboundary ecosystem and landscapes; (iii) Promote and facilitate the management and conservation of trans-boundary wetlands; (iv) Promote Sustainable Plastics and Other Solid Waste Management in LVB, v) Implement Climate Change mitigation and adaptation strategies and interventions; (vi) Contribute to and coordinate basin-wide ecosystem monitoring and knowledge

management on land-use land-cover, land degradation and biodiversity (aquatic & terrestrial); vii) Restore and Protect Selected water catchments and Water Sources in the LVB; viii) Promote Resource Efficient and Cleaner Production including Green Growth. The strategic interventions are described as follows:

i. Promote sustainable agriculture and land use management practices in critical transboundary watersheds & ecosystems/landscapes:

Under this strategic intervention, at least four interventions will be implemented in selected transboundary watersheds & ecosystems/landscapes with a view to reducing land degradation by reducing pressure on land as a resource through the application of sustainable agriculture and land use practices. Some of the key activities to be supported will include but not limited to: (i) Strengthening holistic trans-boundary natural resource (land, forest, fishery & water hyacinth) management arrangements/frameworks; (ii) Strengthen trans-boundary community based natural resources management approaches and interventions; (iii) Strengthen and coordinate the implementation of harmonized policies, laws and administrative instruments for trans-boundary land and Natural Resources Management, and; (iv) Formulate and implement regional projects, programs and initiatives targeting trans-boundary land and natural resources management.

ii. Implement biodiversity (terrestrial and aquatic) conservation and management measures in transboundary ecosystem and landscapes:

Under this strategic intervention, biodiversity conservation and management measures will be implemented in at least five (5) selected transboundary ecosystem and landscapes of Sango Bay-Minziro, Rweru-Mugesera, Mount Elgon national park, Maasai Mara Serengeti and Nyungwe-Kibira ecosystems. the interventions to be implemented therein include: (i) undertaking anti-poaching sensitization, awareness creation and training activities in relevant transboundary ecosystems; (ii) development of Joint Management Plans, and iii) implementation of existing Transboundary Landscapes biodiversity management plans.

iii. Promote and facilitate the management and conservation of trans-boundary wetlands:

There are 422 wetlands units occupying an area of 4,322 km² around Lake Victoria out of which 34 units are large units greater that 10 km² comprising of 90% of the total Lake Victoria wetlands areas. The wetlands in Lake Victoria Basin are productive and provide critical ecosystem services and functions including water purification and provision of water. They also support primary productivity on which many plants and animal species depend on for survival. They are also important locations of plant genetic diversity and habitat for large numbers of bird, mammal, reptile, amphibian, fish and invertebrate species. However, 23% of the Lake Victoria Basin wetlands are considered to be moderately-highly degraded, which means that they are polluted or utilized more than authorized. Another 23% of these wetlands are considered to be moderately to highly threatened by encroachment, especially for those surrounded by high-density population areas. To effectively guide basin-wide interventions on conservation of critical trans-boundary wetlands, the Commission will promote and facilitate the management and conservation of trans-boundary wetlands and in partnership with stakeholders in the Partner states or rehabilitate and / or restore at least 2,500 Hectares of degraded wetlands in the basin. The interventions to be implemented therein include i) Development and implementation of framework-wetlands management plan; ii) undertaking wetlands awareness conservation including capacity building; iii) promote enforcement of wetlands protection and conservation measures.

iv. Promote Sustainable Plastics and Other Solid Waste Management in LVB:

Plastic waste has become a major concern for marine and freshwater ecosystems. Over 300 million tons of plastic are produced every year for use in a wide variety of applications. At least 8 million tons of plastic end up in our oceans and other water bodies every year, and make up 80% of all debris from surface waters (UNEP, 2021). As in other parts of the world, plastic pollution therefore threatens the aquatic and terrestrial ecosystem within LVB particularly the lake affecting human health and tourism. Subsequently, the commission will i) support the use of various approaches to address plastic and other solid waste pollution; ii) promote innovative technology and best

practices in recycling and reuse of plastic products and other solid wastes, iii) support research and innovation to develop new products to replace single-use plastics to prevent and reduce plastic pollution; iv) promote awareness on compliance of plastic use standards and regulations.

v. Implement the Climate Change mitigation and adaption Strategies and interventions:

Like other regions of the world, the Eastern Africa and Lake Victoria Basin region in particular is being affected by climate change and extreme weather events. The region like the rest of Africa is confronted with a range of climate risks that could have far-reaching repercussions for its communities and economies in future (VIA-EA, 2017). Even if warming is limited to below 2°C as projected, there are very substantial risks and projected damages, and as warming increases, these are only expected to grow further (World Bank 2013; World Bank 2020).

A number of interventions have been proposed to address these challenges including i) Undertake the review of the LVB climate change adaptation and mitigation strategy; ii) implement measures to strengthen the resilience of communities, economies and the transboundary ecosystems; iii) implement climate smart activities, technology transfer and; iv) promote timely generation and dissemination of climate information. v) put in place requisite measures and capacity to access global climate financing.

vi. Contribute to and coordinate basin-wide ecosystem monitoring, research and knowledge management on land use, land cover, land degradation and biodiversity (aquatic & terrestrial):

The Lake Victoria Basin is a transboundary ecosystem shared by the five EAC partner states with Lake Victoria providing the water body into which the basin Catchment Rivers drain into. The lake suffers from severe eutrophication and the probable extinction of up to half of its 500+ species of endemic cichlid fishes. The continuing degradation of Lake Victoria's ecological functions has serious long-term consequences for the ecosystem services it provides, and may threaten social and economic welfare in the countries bordering its shores (Royal Society, 2011). Evaluation of recent ecological changes, catchment disturbance and natural ecosystem variability has been hampered by the scarcity of historical basin-wide ecosystem monitoring data. Last such structured monitoring were supported by the Lake Victoria Environmental Management Project Phase I (LVEMP I).

To address these knowledge monitoring gaps for the basin and generate accurate data and information on which fact-based and science driven programming for the basin can be based on, the commission will facilitate and coordinate the basin-wide ecosystem monitoring. This will include i) promote and strengthen applied research in trans-boundary natural resources, ii) Coordinate basin-wide ecosystem monitoring and Knowledge management on land use-land-cover, land degradation, biodiversity (aquatic & terrestrial), and fisheries research; iii) implement joint water quality and quantity monitoring and provide materials (data and information on the status of ecosystem. This will in turn be used to produce the Biennial State of the Lake and Basin Report that will be used to inform better planning and management of this critical shared ecosystem.

vii. Restore and Protect Selected water catchments and Water Sources in the LVB.

Under this strategic intervention, the commission will promote and facilitate the protection of catchments and water sources to ensure selected water catchments in the LVB are restored and protected.

viii. Promote Resource Efficient and Cleaner Production Technologies including Green Growth

Interventions to reduce point-source pollution on the part of the public sector, has been given commensurate attention. However, actions from the private sector need to also be leveraged on, if meaningful results are to be achieved. Promotion of Resource Efficient and Cleaner Production

(RECP) technologies alongside other green growth initiatives provide the best vehicle to bring on board the private sector contribution.

RECP is the continuous application of an integrated preventive environmental strategy to processes, products and services along three sustainability dimensions namely: (i) production efficiency through improved productive use of natural resources; (ii) environmental conservation through minimization of the impact on nature by the enterprises; and (iii) human development through reduction of risks from enterprises and supporting their development. On the other hand, green growth means fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which human well-being relies.

LVBC will continue partnering with the respective national Cleaner Production Centres (NCPCs) to promote RECP and other green growth initiatives. Key interventions will include: (i) strengthening capacity and the enabling/facilitating environment for RECP and green growth including sustainable financing; (ii) Implementation and scaling-up of RECP and green growth activities including greening select agricultural value chains; and (iii) implementing the Industrial Symbiosis (IS) Strategy by promoting industry to industry symbiotic synergies.

4.2. Integrated Water Resource Management and Development (IWRM&D) in the Lake Victoria Basin

This Strategic programme area aims to promote and facilitate the implementation of Sustainable development, management and equitable utilization of water resources as espoused in the LVB protocol. The water resource management focus is to strengthen Partner States institutional and technical capacities and provide shared knowledge bases to support decision making and action. This includes generating data and avail information, analytical tools and developing the required policy and strategy instruments. The water resources development on the other hand aims at supporting Partner States to identify and develop water and sanitation infrastructure. The strategic Objective of this programme area is "To Promote the integrated water resources management and development in LVB. This strategic Objective will be achieved through various strategic interventions.

Strategic Objective 2: to Promote the integrated water resources management and development in Lake Victoria Basin.

This strategic objective will specifically aim to (i) Undertake the High Priority Investments in the upper catchment of LVB in the Republic of Burundi (ii) Support the preparation and implementation of IWRM investments (including water supply and sanitation); (iii) Promote, facilitate the development and implementation of enhanced technological advancement for water harvesting, storage, processing and utilization; (iv) develop and promote the operationalization of a harmonised regional framework for improving water quality management; (v) Coordinate and Facilitate basin-wide data and information generation and dissemination including monitoring of water quantity and quality, flood prediction and lake water level monitoring vi) Build the capacity of the relevant institutions (Water Resources Management Authorities, Water utilities, National Environmental Management Authorities) on the water resources management, operation and maintenance of water infrastructure; (vii) Facilitate the development of LVBC Integrated Water Resource Management Strategy including initiating the process for development of Lake Victoria Water Framework Directive; viii) promote regional consensus on water release and abstraction policy for LVB; and ix) promote conjunctive use of surface and groundwater resources. These strategic interventions are elaborated as follows:

i. Undertake the High Priority Investments in the upper catchment of LVB in The Republic of Burundi

About 7% (13,200 km2) of the Lake Victoria Basin (LVB) terrestrial area lies in the Republic of Burundi and forms the upstream part of the Kagera river basin, which (River Kagera) is Lake

Victoria's main tributary. Within this upstream part of the Lake Victoria Basin also lies inland urban centers of Muyinga, Gitega, Ruyigi, Kayanza, Ngozi and Muramvya. These fast-growing urban centers coupled with inadequate agricultural practices cause a threat to both the quality and quantity of water from the LVB part of Burundi and therefore calls for interventions for sustainable management and development of the Lake Victoria and its basin. In light of this, a feasibility study for an identified project intervention will be conducted in Burundi which, once implemented, will improve the quality and quantity of water resources within the LVB.

ii. Support the preparation and implementation of IWRM investments (including water supply and sanitation).

LVBC envisions an IWRM&D program that will catalyse the development of a regional water framework management plan and a related regional high priority investment plan. The commission will continue to support the preparation and implementation of IWRM investments projects in the EAC Partner States. These projects will focus mainly in wastewater collection and treatment, solid waste management, development of constructed wetlands for waste water treatments, development of irrigation schemes, sanitation, Water sources, courses and riparian conservation and protection. Resources will be mobilized to initiate implementation of at least four of the six investment projects.

iii. Promote, facilitate the development and implementation of enhanced technological advancement for water harvesting, storage, processing and utilization.

Under this Strategic Intervention, the commission will continue to promote technologies for efficient water harvesting, storage, processing and utilization. Efficient technology in Water treatment, water harvesting and storage will be promoted in all the Partner states. The commission will further promote and facilitate the development and implementation of sustainable surface and ground water resources management. These include development and implementation of multipurpose storage water dams / reservoirs; sustainable water supply schemes in the basin.

iv. Develop and promote the operationalization of a harmonized regional framework for improving water quality management.

LVBC will partner with relevant stakeholders to implement Water Quality Policy and Institutional Harmonization with a view to harmonizing and strengthening policies and institutional frameworks which govern water quality management in the LVB to enhance cooperative management of the shared water resources. This strategic intervention will among others: (i) review and prepare recommendations to harmonize existing water quality management policies in the LVB, (ii) develop a regional Water Quality Management (WQM) Strategy and Action Plan (SAP) which will facilitate implementation of a cooperative transboundary water quality management program, and (iii) Promote the operationalisation of the industrial and municipal effluent discharge standards.

v. Coordinate and facilitate basin-wide water data and information generation and dissemination including monitoring of water quantity and quality, flood prediction and Lake water level monitoring.

Data and Information is a key ingredient to decision making for sustainable water resources management and development. While there exists a lot of efforts to collect data within the Partner States and other regional organisations, processing of this data as well as information generation and sharing is limited. LVBC intends to (i) establish a hydromet data and information products exchange hub for the basin, ii) develop and promote the use of water resources analytical and decision-support tools, (iii) enhance platforms for data and information dissemination, (iv) prepare and disseminate information products to various audiences using various platforms, (v) establish partnerships and protocols that will facilitate data and information sharing; and vi) position the commission as a Centre of Excellence (CoE) in integrated water resource management.

vi. Build the capacity of the relevant institutions (Water Resources Management Authorities, Water utilities, National Environmental Management Authorities) on water resources management, operation and maintenance of water infrastructure.

Building the capacity of staff from the relevant LVBC and Partner States in water resources management is important for promoting sustainability of IWRM&D initiatives. Under this Key Strategic Intervention, LVBC will facilitate training sessions and exchange visits for selected staff in the EAC/LVBC Partner States selected from relevant institutions such as Water Resources Management Authorities, Water Utilities, National Environmental Management Authorities and Ministries in charge of EAC affairs. Further, capacity building will be undertaken in (i) use of the Lake Victoria Basin Water Information System (LVB-WIS), (ii) the operation and maintenance of the constructed HPIs, and (iii) the use of remotely sensed data (to supplement the observed data); and (iv) the application of modern technology in operation and maintenance of water resources monitoring instruments.

vii. Facilitate the development of LVB Integrated Water Resource Management Strategy and initiate the development of Lake Victoria Water Framework Directive.

The LVB faces complex environmental, economic, and social challenges that require collective action by the Partner States. However, the region lacks a regional strategy that defines a strategic approach to translate regionally agreed policy objectives into on-the-ground interventions that address these challenges. The Commission will develop a basin-wide LVB-IWRM Strategy and Action Plan, which will provide direction on investment priorities, regulatory reforms, institutional arrangements, data, information and knowledge management and enhance awareness on integrated water resources management.

viii. Promote regional consensus on water management and Water Release and abstraction for LVB:

The Study on Water release and Abstraction Policy adopted by the 26th Meeting of the Council of Ministers, provided quantification of potential impacts associated with major water use options. The Council further directed that the new Water Release and Abstraction Policy for Lake Victoria Basin be adopted with a Sunset Clause allowing the policy to be implemented for 4 years, during which the Strategic Environmental Assessment (SEA) and Strategic Environmental and Social Impact Assessment (SESIA) studies should be completed after which the policy will be reviewed if need arises. To support consensus building on the New Water Release and Abstraction Policy and pave way for its implementation, LVBC will: i) mobilize resources for implementation of the recommended SEA and SESIA studies ii) Implement the recommendations of the Water release and Abstraction Policy as adopted by the 26th Meeting of the Council of Ministers that do not require the completion of the recommended studies; and iii) Expedite the finalization of the LVB water resources management bill

ix. Promote conjunctive use of surface and groundwater resources

The main freshwater reservoirs in the Lake Victoria Basin consist of surface water systems and groundwater aquifers. Although groundwater resources are regarded as potential sources of water for domestic, agriculture and industrial purposes in the basin, limited studies have been undertaken to establish the potential of this resource, hence its limited exploitation and protection of its recharge areas. This explains the limited conjunctive use of surface and groundwater resources, which, if called for, would assist in minimizing the undesirable physical, environmental and economic effects and optimizing the water demand/supply balance in the basin.

The main aquifers in the basin therefore need to be studied to reverse the current situation dominated with uninformed developments supported with insufficient aquifer knowledge. In this regard, the Commission will (i) leverage the existing knowledge of groundwater resources at Partner State level and extend it to the Basin level for regional strategic management and use; and (ii) promote the conjunctive use through piloting small scale surface and groundwater use interventions that enhance resilience of communities in the basin to impacts of climate change.

4.3. Maritime Transport, Safety and Security on Lake Victoria

The program area on Maritime Transport Safety and Security, and prevention of marine pollution by vessels on Lake Victoria is directly geared towards enabling LVBC execute the scope of cooperation on Maintenance of navigational safety and maritime security as espoused in the Protocol for Sustainable Development of Lake Victoria Basin. However, it also indirectly supports the implementation of other areas in the scope of cooperation including: (a) Sustainable development, management and equitable utilization of water resources; (b) Sustainable development and management of fisheries resources; (f) Promotion of trade, commerce and industrial development; (g) Promotion of development of infrastructure and energy; (j) Promotion of research, capacity building and information exchange; (l) Promotion of Public participation in planning and decision-making; and (m) Integration of gender concerns in all activities in the Basin among others.

Through a mix of relevant maritime related interventions, LVBC aims at enhancing maritime transport safety and security, and prevention of marine pollution by vessels on Lake Victoria with a view of accelerating trade, economic growth, social development and EAC regional integration. The strategic objective of this programme area is "to coordinate maritime transport safety and security, and prevention of marine pollution by vessels on Lake Victoria". This will be achieved through various strategic interventions.

Strategic Objective 3: To Coordinate maritime transport safety and security, and prevention of marine pollution by vessels on Lake Victoria

The major strategic interventions to be implemented in pursuit of this strategic objective include but not limited to: i) Improve search and rescue services on Lake Victoria; ii) Extend Global System for Mobile (GSM) communication coverage on Lake Victoria to enhance safety of navigation; iii) Conduct hydrographic survey and mapping of navigational routes on Lake Victoria; iv) coordinate installation of additional aids to navigation equipment on Lake Victoria; v) coordinate prevention marine pollution by vessels on Lake Victoria; vi) coordinate operationalization of the Lake Victoria Transport Act (2007) and its Regulations (2010); vii) Facilitate enhancement of Meteorological Services for Safety of navigation on Lake Victoria; and viii) strengthen maritime security on the Lake Victoria. These interventions are elaborated as follows:

i. Improve search and rescue services on Lake Victoria.

This intervention aims at reducing fatalities and loss of property arising from marine incidents and accidents by establishing an effective search and rescue mechanism on the Lake Victoria. It will include among others; (i) improvement of maritime rescue coordination centres on Lake Victoria; (ii) standardize acquisition of quality search and rescue facilities such as speed boats, ambulance boats, life-saving appliances, and (iii) Enhance regional search and rescue capacity for Lake Victoria.

ii. Extend communication network coverage on Lake Victoria to enhance safety of navigation and trade.

This intervention will leverage on public private partnership approach such as the GSM mobile companies among other technologies in the region to extend the communication network coverage over the Lake. This as a result, will improve real-time communication for traders, fishermen, tourists, and vessels plying on the lake enabling trade and relays of distress signals in event of an emergency.

iii. Conduct hydrographic survey and mapping of navigational routes on Lake Victoria.

The last hydrographic survey and mapping of navigational routes on Lake Victoria was done over 50 years ago. The Lake Victoria has undergone many geographic, geological and environmental changes that have rendered the existing navigational charts inaccurate. There is an urgent need to update these charts by conducting hydrographic survey of the entire Lake Victoria. LVBC will therefore work with Partner States and Development Partners to (i) conduct hydrographic survey of the entire Lake Victoria, and (ii) produce updated marine navigation/nautical charts of the Lake

Victoria which will improve maritime transport safety and security.

iv. Coordinate installation of additional aids to navigation equipment on Lake Victoria.

These are devices external to vessels that are designed and operated to enhance the safety and efficient navigation of vessels on the Lake. Specifically, they are used by mariners and other lake users in determining their position with respect to land or any navigational hazard or hidden danger. The Lake Victoria Environmental Management Project phase two (LVEMP II) facilitated the installation of 86 Aids to Navigation equipment across the Lake Victoria. These are however not adequate taking into consideration the large surface area of the Lake. LVBC will coordinate with Partner States and Development Partners to install additional Aids to Navigation equipment on Lake Victoria with a view of enhancing maritime safety and security.

v. Coordinate prevention of pollution from marine Transport on Lake Victoria.

With the increasing number of vessels and economic interest from riparian Partner States of Kenya, Tanzania and Uganda to transform and use Lake Victoria as an economic hub including transport of oil and other petroleum products, the risk of oil and toxic chemical spills increases. This therefore calls for better preparedness in effective response for such occurrences. This requires the current Regional Toxic Chemical/Oil Products Spill Contingency Plan for Lake Victoria to be updated and implemented. Further, vessels plying across Lake Victoria need adequate standard port reception facilities to collect residue, oily mixtures and garbage generated on-board vessels in line with the International Convention for the Prevention of Pollution from Ships (MARPOL). This strategic intervention will prevent marine pollution by vessels on Lake Victoria by: (i) updating Regional Toxic Chemical/Oil Products Spill Contingency Plan for Lake Victoria, and (ii) coordinating construction of standard port wastes reception facilities at ports, piers, fishing and ferry landing sites across Lake Victoria including provision of means of transport and treatment mechanism of the type of wastes generated at ports; and (iii) Promote investment in infrastructure to prevent pollution from marine transport.

vi. Coordinate operationalization of the Lake Victoria Transport Act 2007 and Development of relevant Regulations.

The Lake Victoria Transport Act 2007 was enacted to regulate, co-ordinate and oversee maritime safety and security, search and rescue, aids to navigation, hydrography and charting, meteorology, communications and to prevent marine pollution on the Lake for the benefit of the Partner States. However, since its enactment, the Act has not been effectively operationalized by Partner States and key stakeholders. This intervention will therefore seek to operationalize the Act through (i) formulation of relevant regulations under the Act which will strengthen the implementation of the Act; and (ii) sensitization of key stakeholders in Lake Victoria on the Act.

vii. Facilitate enhancement of Meteorological Services for Safety of Navigation on Lake Victoria.

This strategic intervention will focus on four main interventions: i) upgrading the marine and meteorological observational network over Lake Victoria; ii) establishing a Navigation Early Warning System (NEWS) for the lake; iii) development and implementation of an interactive weather/climate information atlas for LVB; and iv) the establishment of a centre for meteorological services (CMS) for the LVB. This would be done by leveraging on partnerships with relevant stakeholders and actors including national, regional, and international meteorological agencies.

viii. Strengthen maritime security on Lake Victoria

There are several critical maritime security threats facing the Lake Victoria including armed robbery against vessels, cluster ports, drug smuggling, piracy, illegal trafficking of goods and people, Illegal, Unreported, and Unregulated (IUU) fishing among others. LVBC will work with key stakeholders from the Partner States and Development Partners to (i) formulate Regional Maritime Security Plan for Lake Victoria and (ii) promote compliance with the International Ship and Port Facility Security (ISPS) code across the Lake Victoria ports.

4.4. Social Development Program

The social development program focuses on public health, population, gender, livelihoods and community driven development. The overall objective of the program is to facilitate social development programs in Lake Victoria basin and further promote the use of an integrated approach to achieve sustainable development. This will be achieved by improving access to public health and population services, helping communities improve livelihoods, mainstreaming gender concerns in projects and programmes and conserve critical ecosystems on which they depend.

Strategic Objective 4: To facilitate social development programs in the Lake Victoria Basin; This Strategic objective will focus on promoting the integrated programming approach for Population, Health and Environment by establishing and/or operationalizing the multi-sectoral steering committees in the EAC Partner States, increase income generation for improved livelihoods, capacity enhancement and knowledge management, strengthening policy and advocacy frameworks for the National PHE Networks. Further the focus will also be on supporting Cross border communities to implement and sustain integrated activities that impact positively on their health. livelihoods and the environment.

The overall aim will be to: i) establish and operationalize multi-sectoral PHE committees in districts and counties for sustainability; ii) Strengthen the capacity of the Community Based Organizations to champion the PHE integrated approach to sustainable development; iii) to strengthen Integrated PHE Programming in cross borders to ensure sustainability, improved livelihoods and environmental conservation; iv) Mainstream gender into LVB projects and programmes; v) Promote empowerment of youth and vulnerable groups; vi) Facilitate and support community livelihood systems.

Establish and operationalize multi-sectoral PHE committees in districts and counties for sustainability.

This intervention emphasises adoption of integrated development approaches geared towards addressing population, health and environmental (PHE) challenges due to their interrelatedness. It will be implemented through: (a) mainstream PHE integrated approaches into national and regional policies and institutional frameworks; (b) establish and operationalize multi-sectoral PHE committees in districts and counties for sustainability; (c) develop and coordinate implementation of integrated projects addressing family planning, maternal, new-born, child, reproductive health and environmental conservation; (d) build capacity of stakeholders at all levels on the Integrated approach to sustainable development; and (e) promote adoption of technological innovation as a means of improving FP/MNCRH and environmental conservation outcomes geared towards the achievement of Sustainable Development Goals.

ii. Strengthen the capacity of the Community Based Organizations to champion the PHE integrated approach to sustainable development.

This strategic intervention aims at improving the quality of life of the people of LVB by improving their income generation capacity. It will focus on economically empowering the people to be able to identify and implement alternative livelihood projects at community level through: (a) strengthening community driven development interventions in the basin; (b) build capacity of communities on alternative livelihoods; and (c) support adoption of appropriate technologies by communities.

iii. Strengthen Integrated PHE Programming in cross border communities to ensure sustainability, improved livelihoods and environmental conservation.

This strategic intervention aims at addressing the high disease burden especially among cross-border communities and other vulnerable populations. It will be implemented through: (a) development and coordination of projects and programs aimed at improving access to and utilization of public health services by cross-border communities and vulnerable populations including those living in hard to reach areas in LVB; (b) promotion and facilitation of environmental hygiene and

sanitation measures that embrace gender and pro-poor principles; (c) establishment of effective coordination frameworks to support and enhance regional initiatives of non-state actors aimed at improving health service delivery to cross-border and vulnerable populations; (d) development and coordination of integrated projects and programs aimed at controlling communicable diseases such as malaria in health and non-health sectors within LVB (i.e., developing early warning system for disease and vector control, housing, water, environment & sanitation); and (e) promotion of operational research to inform policies and programming for improving health service delivery targeting vulnerable populations.

iv. Mainstream gender into LVB projects and programmes.

This strategic intervention addresses gender dynamics that often contribute to inequities and inequalities that result in unbalanced participation of men, women and youth in development initiatives. This intervention aims at promoting mainstreaming of gender into projects, programs and initiatives of LVBC. It will be implemented through: (a) development of regional capacity building packages in gender, aimed at enhancing understanding of gender dynamics by different stakeholders; (b) integration of gender into all projects, programs and initiatives of LVBC as stated in the Protocol for sustainable development of LVB; and (c) development of cross-cutting gender mainstreaming indicators to facilitate monitoring and evaluation of gender mainstreaming initiatives within the projects, programs and initiatives of LVBC.

v. Promote empowerment of youth and vulnerable groups.

This strategic intervention focuses on particular challenges faced by youth and vulnerable groups as a disadvantaged and marginalized population. It aims at empowering the youth and vulnerable and disadvantaged groups within the Lake Victoria Basin. It will be implemented through: (a) promotion of youth empowerment through training, internship programme and involvement in community projects within the Lake basin; (b) strengthening of the youth and vulnerable groups engaged in environmental management activities within the basin through promotion of Environmental clubs and Associations and (c) development of cross-cutting youth development policies at the regional level geared towards empowerment of the youths and vulnerable groups.

vi. Facilitate and support community resilient livelihood systems.

This strategic intervention aims at addressing and reversing the over dependence on natural resource base and strengthen the community resilience livelihood systems. These include support community driven sub-projects for livelihood improvement and environment conservation and a three-pronged approach (community capacity strengthening, appropriate technology transfer, and seed-financing for innovative sub-projects).

4.5. Investment Promotion and Blue Economy Development in LVB

The Lake Victoria Basin was declared a 'Regional Economic Growth Zone' and 'an Area of Common Economic Interest' for the people of East Africa and that it should be exploited in a coordinated manner so as to maximize its economic and social benefits as well as the environmental concerns. The Basin has experienced inadequate economic growth to provide employment opportunities and income to sustain the growing population and to reduce the level of poverty in the region. With an unattractive investment climate and limited human resource capacity there is a resultant inability to harness the great potential offered by the natural resources of the Basin. Further, a large proportion of the population is unemployed or underemployed and there is limited private sector and community participation in production. The Economic Development program area addresses these challenges through the promotion of an enabling environment for investments, employment creation and generation of household incomes, leading to increased investment and economic productivity and ultimately reduced pollution of the lake. The program area will also address those challenges through various investments promotions in potential areas of lake transport and communication, trade and industry, fisheries and aquaculture, tourism, information communication technology, agriculture, livestock and agro-processing. The strategic Objective of this programme area is "To promote economic investment and enhance blue economy potentials in LVB". This will be achieved through various strategic interventions.

Strategic Objective 5: To promote economic investment and enhance blue economy potentials in LVB

This strategic objective focuses on the following strategic interventions: i) Promotion of an enabling environment for sustainable investment and employment creation; ii) Strengthening research and development for economic development in LVB; iii) Strengthening partnership and collaboration of the National Investment Authorities of Partner States; iv) Development of sustainable blue economy strategy and pilot key blue economy initiatives.

i. Promotion of an enabling environment for sustainable investment and employment creation.

In order to promote investments and economic productivity in the LVB, LVBC will promote an enabling environment for sustainable investment and employment creation in the Lake Victoria basin region. This will be achieved though promotion of the LVB region as the most preferred investment destination, coordination of various tourism stakeholders in the basin for sustainable basin wide eco-tourism, formulation of an investment strategy for the LVB, and holding an investment and tourism stakeholder's forum. Others will include promotion of investments in green value chains including dairy, honey, cotton, bananas, coffee, fruits and fishery value chains; promote the Public Private Partnerships (PPP) in green value addition at community level; and promote investments and use of energy saving technologies at household and institutional level.

ii. Strengthening of research and development for economic development in LVB.

The LVBC Strategic Plan (2021 –2026) recognises the importance of research and development in contributing to sustainable economic development in the LVB. LVBC will strengthen and build partnership with relevant research and development institutions, support incubation of viable technologies and innovations for economic development; facilitate sharing and piloting of R&D findings to spur economic development.

iii. Strengthening the partnership and collaboration of the National Investment Authorities of Partner States.

This strategic intervention will focus on fostering partnerships and strengthen collaboration networks with National Investment Authorities for promotion of investments. LVBC will facilitate regular forums for Investment Authorities to discuss and plan on innovative strategies on investments in the Basin; develop capacity building programs for various National Investment Authorities and joint coordination of investments forums in the region to promote the basin as a preferred investment destination.

iv. Develop sustainable blue economy strategy and pilot key blue economy initiatives.

This Strategic intervention will focus on promoting an enabling environment for increased wealth creation from Lake Victoria and its basin. LVBC will develop a blue economy strategy to tap into the blue economy potential for wealth and employment creation, mobilize and sensitize the private sector to invest into the LVB economy ventures such as lake tourism, Lake Cruise, lake motorized transport.

4.6. Strengthening the Institutional and Coordination Capacity of LVBC and Partner States

LVBC was established through the protocol for sustainable development of Lake Victoria Basin signed in 2003 and ratified in 2004 by the then three EAC Partner States of Kenya, Tanzania and Uganda. The protocol provides for fourteen areas of cooperation and these define the scope of the Commission. The Commission become effective in July 2007 with the appointment of the Executive Secretary and a limited number of staff. The portfolio management of the newly established Commission was limited to two projects which gradually grew to become what it is presently. The number of staff equally increased from a mere four staff to now 28 established and 14 project staff. With the rapid growth in project portfolio and abroad mandate, there is need for continued investments in institutional and coordination capacity strengthening. The Strategic

Objective of this programme area is "To Strengthen the Institutional and coordination capacity of LVBC and Partner states" and will be achieved through various interventions.

Strategic Objective 6: To Strengthen the Institutional and coordination capacity of LVBC and Partner states.

During the Strategic Plan period, the strategic objective will focus on the following strategic interventions: i) Strengthen Legal and Operational framework; ii) Complete and equip the LVBC Headquarters; iii) Strengthen Human resources capacity; iv) Transition LVBC towards Centre of Excellence in Water and Environment Management; v) Strengthen ICT Infrastructure; vi) Strengthen LVBC communication and knowledge management capacity (Enhance awareness/visibility for LVBC & Operationalize knowledge management strategy); vii) Implement the EAC risk management strategy framework and Improve quality management and assurance systems; viii) Strengthen institutional capacity in Monitoring & Evaluation; ix) Enhance coordination capacity of Focal Point Institutions from Partner States.

i. Strengthen Legal and Operational framework

The protocol for sustainable development of LVB establishing LVBC has several limitations and in particular lacks an enforcement instrument. As such the implementation of the various provisions is at the discretion of the Partner States. Furthermore, the protocol did not give a provision for the corporate legality of LVBC. Lack of a such provision, poses a serious transactional challenge for the commission in her day-to-day operations. Administratively and functionally, LVBC is envisaged to be a semi - autonomous institution with a well instituted legal and institutional framework which the protocol on sustainable development on its own does not provide for. Upon assent to of the LVBC bill 2020, the Commission will set out to operationalize the said law and customize the legal EAC instruments given its revised legal mandate.

The LVBC Act 2020 upon assent shall provide several benefits namely: i) the LVBC shall have a legal corporate identity and therefore can sue and be sued; ii) The operationalization of the Act shall provide basis for formulation of enforceable regulations and other administrative instruments; iii) It shall facilitate smooth mobilization of resources; iv) It shall make it easy for direct engagement and transaction with partners and stakeholders; v) It shall strengthen implementation of other existing instruments such as Lake Victoria transport Act (2007) and its regulations (2010).

ii. Complete and equip the LVBC Headquarters.

LVBC secured funds for phase 1 of it headquarter construction project, scope of which will lead to partial completion of the proposed project. During this strategic period, LVBC will mobilise funds to complete the construction and equip the headquarters.

iii. Strengthen Human resources capacity.

Human resource remains a key component for the effective services delivery in line with the organisation's mandate. Toward the end of the strategic plan period 2016 -2021, LVBC operations were hampered by significant staffing gaps in key positions owing to delays in recruitment. This intervention seeks to remedy the situation by undertaking recruitment of vacant and new approved positions in the approved structure. LVBC will further carry out a training needs and capacity assessment to ensure the staffing at LVBC remains relevant and aligned to its mandate as specified in the LVBC Act 2020.

iv. Transition LVBC towards Centre of Excellence in Water and Environment Management.

LVBC will consolidate previous and new investments in capacity strengthening with a view to transitioning the commission to a centre of excellence. LVBC aims at positioning itself as a centre of excellence in IWRM. Consequently, there is a need to have a uniquely designed knowledge hub for water & environment that provides credible information as well as guarantees sustainability of the intervention and expands the network of actors contributing towards the achievement of the integrated water resource management vision on Lake Victoria. The Centre of excellence (coE)

will be housed in the LVBC headquarters and will act as a regional training and research centre in the basin to support development of skills, knowledge and practical training on water and environment management.

v. Strengthen ICT Infrastructure

The Information Technology environment and infrastructure will strengthen LVBC adaptability and capacity to attain its vision. Therefore, this strategic intervention aims at : a) strengthening the Information Technology and security infrastructure for better workplace efficiency, reliability, and scalability; b)improving the overall security posture of LVBC to increase the information security by increasing the capacity of the users and increase the level of user & stakeholder awareness; c) enhancing the provision of Enterprise Applications, Productivity application suites and systems for increased productivity; d) implementation of an industry-based user support environment; and e) strengthening the capacity of relevant national ICT centers.

vi. Strengthen LVBC communication and knowledge management capacity (Enhance awareness/ visibility for LVBC & Operationalize knowledge management strategy)

LVBC aims at operationalizing the EAC Communication strategy and customizing the EAC communication & branding policy to guide the management of its corporate identity and styles in order to enhance its awareness and visibility.

Further, LVBC seeks to optimise retention of acquired knowledge from previous strategic and programmatic activities into an improved Knowledge Resource Centre as a central repository through a functional library supported by effective web-based records management system.

vii. Implement the EAC risk management strategy framework and Improve quality management and assurance systems.

LVBC strives to attract and retain the confidence and trust of different stakeholders operating in the wider LVB and beyond. To actualize this aspiration, LVBC will strengthen its management systems for effective, economic and efficient operations in finance, procurement, human resources, legal, administrative and audit. This will be achieved by institutionalising the EAC Risk management framework to mitigate risks and ensure compliance with international standard procedures. These will further contribute towards LVBC gradually meeting ISO certification and accreditation to Green Climate Fund (GCF), Adaptation Fund (AF) and Global Environment Facility (GEF).

viii. Strengthen institutional capacity in Monitoring & Evaluation.

LVBC will create awareness among LVBC staff and Partner States focal point institutions on monitoring and evaluation. LVBC will also support automation of Monitoring & Evaluation tools for data collection. The knowledge acquired and the new tools developed will facilitate the implementation, monitoring and evaluation of annual work plans; and conduct midterm and end term reviews of projects and programs as well as institutional framework reviews.

ix. Enhance coordination capacity of Focal Point Institutions from Partner States.

LVBC will strengthen the coordination capacity of National Focal Point Institutions and Coordination Ministries to promote quality projects and programs monitoring and reporting by joint missions, exchange visits and lessons learnt workshops in the Partner States. The strategy will be implemented under various strategic interventions including supporting coordination of joint missions on monitoring and reporting of projects and programs in the Partner States; building coordination capacity of LVBC National Focal Point Institutions.

A detailed description of all the Programme Areas, Strategic objectives, strategic interventions, results, targets, indicators and timeline above mentioned are provided in Annex I.

5. IMPLEMENTATION ARRANGEMENTS OF THE STRATEGIC PLAN 2021-2026

5.1. Guiding Principles and Values

The LVBC Secretariat, Partner States and key stakeholders will implement this Strategic Plan. The implementation of the Plan will be guided by the following principles:

(a) Principles

- i. Principle of subsidiarity: where implementation of interventions will be undertaken at the most appropriate regional, national or local levels.
- ii. Stakeholder participation: This will ensure enhanced involvement of stakeholders in planning, prioritization, designing and implementation, monitoring and evaluation of projects and programs for purposes of ownership and sustainability.
- iii. Equity and Social Justice: In the context of this Strategic Plan, Equity entails fairness in resource allocation taking into consideration the diverse cultures and backgrounds of the people as well as variations in their socio-economic status.
- iv. Inter-sectoral collaboration/Integrated multisectoral programming approach: Involves joint coordinated action of relevant sectors that contribute towards the achievement of a common goal.
- v. Partnerships and collaborations: The partnership principle in the context of this Strategic Plan entails fostering engagement and agreements of likeminded stakeholders to advance mutual interests:
- vi. Public Private Partnerships: Involves collaborating with private sector in the implementation of most of the projects and initiatives described in the Strategic Plan;
- vii. Minimizing risk and maximizing opportunity: Addressing risks and uncertainty when making choices and taking a precautionary approach when making decisions that may cause serious or irreversible damage;
- viii. Beginning with the end in mind: When planning for projects, initiatives and activities, exit strategies should be put in place so that unanticipated risks do not severely distract implementation; lessons learnt will help for change of mindset and culture
- ix. Value Addition: All initiatives that are planned for and executed should aim at adding value to the existing efforts as opposed to duplicating; Gender equality in development and decision-making: All projects and programs to be implemented during the planned period will integrate gender issues; and indigenous / autochthonous communities;

(b) Core Values: The Commission is embodied in the core values of

- Maintaining integrity,
- Practicing equity,
- · Being responsive; and
- Being result oriented.

5.2. Implementation Framework

A number of pre-requisites to be in place in order to ensure successful implementation of the Strategy include: political will, commitment and support at all levels; demonstrable ownership of the Strategy by all stakeholders; effective use and management of credible data/information for evidence-based decision making; and enhanced private sector participation. It is also imperative that all stakeholder's demonstrable preparedness for implementation and effective monitoring and evaluation to support implementation; clarity and internal harmony of roles and responsibilities of actors/stakeholders; effective partnerships and collaboration with non-state actors; human resource capacity and conducive working environments at all levels; as well as effective and efficient resource mobilization and utilization.

Priority strategies have been developed based on the expected key results as well as strategic interventions for each strategy developed. An implementation plan is detailed in the **ANNEX I.**

5.3. Roles of Stakeholders

In line with stakeholder participation principle, this Strategic Plan will involve various stakeholders in its implementation. From time to time, statutory, relevant stakeholders will contribute to implementation of this Strategic Plan based on their mandates, strengths, capacities, resources and experiences. It is therefore essential to have clearly defined roles for the stakeholders, as this ensures that:

- i. Obligations based on capacity as well as areas of influence are clear;
- ii. Clear guidelines are developed for stakeholder operations; and
- iii. Partnerships are geared towards generating results that are of practical value to implementation of the Strategic Plan.

Various stakeholders will be actively engaged in the implementation of the Strategic Plan. These include:

- i. Partner States:
- ii. EAC Council of Ministers;
- iii. EAC Organs and institutions;
- iv. Academic and research institutions;
- v. Development Partners / Donors;
- vi. Civil Society Organizations (CSOs);
- vii. Private sector; and
- viii. Projects Beneficiary Communities.

Primary responsibility of LVBC Secretariat

Lake Victoria Basin Commission Secretariat will be responsible for overseeing implementation of the Strategic Plan. However, the Commission will from time to time receive guidance from the Council of Ministers and the Sectoral Council of Ministers for LVB. Specifically, LVBC will be responsible for:

- Mobilizing resources required for implementing the Strategic Plan;
- Coordinate and implement regional activities as outlined in the strategy;
- · Coordinating activities of stakeholders contributing to implementation; and
- Monitoring and evaluating implementation of the strategic plan.

Roles and Responsibilities of stakeholders

Partner States

Partner States will implement set priorities in the Strategic Plan including policy formulation, decision making, provision of human and material resources where necessary and overall coordination of its implementation at national level. They will also mobilize and allocate financial resources for implementation of some components of the Strategic Plan.

Council of Ministers

The EAC Council of Ministers will provide policy decisions for the efficient and harmonious implementation of the interventions described in the Strategic Plan. The Council will issue directives and decisions and also consider Plans and Budgets geared towards implementation of the Plan.

Sectoral Council of Ministers for Lake Victoria Basin

The Sectoral Council of Ministers for LVB will play an oversight role and approve all relevant policy

documents, allocate resources, monitor and keep under constant review the implementation of the Strategic Plan and Programs therein. The sectoral Council will be supported by the Coordination Committee and Sectoral Committees.

LVBC National Focal Point Offices

Coordinate and link relevant national agencies and regional initiatives in implementation of the Strategic Plan.

EAC Organs and Institutions

EAC Organs and institutions will participate in implementation of the Strategic Plan in their respective areas of jurisdiction in accordance with their respective legal mandates. They will also contribute to the Strategic Plan implementation through advocacy, resource mobilization, policy review and harmonization, research and knowledge management.

Development Partners

LVBC will reach out to both new and existing Development Partners to support implementation of the Strategic Interventions described in the respective Program Areas. The support will range from financial to human and material resources. Development Partners will also advise on global funding priorities to enable LVBC develop focused funding requests.

Civil Society Organizations

Civil Society Organizations are key stakeholders and implementers of the initiatives described in the Strategic Plan. Through structured partnerships, LVBC will reach out to relevant CSOs but also review existing partnerships in order to strengthen CSOs engagement with Partners States agreement. Specifically, CSOs will work closely with government departments to implement interventions described in the Strategic Plan under the coordination of LVBC. CSOs will also participate in resource mobilization to support implementation of some of the strategic interventions.

Private Sector

These are important stakeholders in the implementation of the Strategic Plan. LVBC will reach out to Private Sector in a bid to boost the resource mobilization initiative with Partners States agreement. Specifically Private Sector will be engaged to support infrastructure development initiatives, resource efficiency and cleaner production, and development of agricultural value chains described in the Plan; support livelihood interventions through Corporate Social Responsibility ventures e.g. small enterprises and microfinance; and support capacity building among others.

Research and Academia

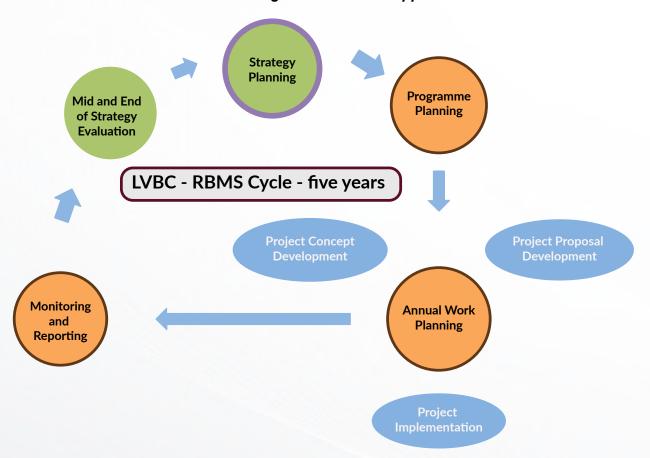
Research and academic institutions will collaborate with LVBC to support operational research that will inform policy, programming and resource mobilization. They will also participate in knowledge management, specifically publication of research findings and best practices in peer-reviewed journals.

Beneficiary Communities

In line with LVBC's vision statement, the ultimate goal of the Commission's interventions is to have a prosperous population living in a healthy and sustainably managed environment and providing equitable opportunities and benefits. The interventions described in this Strategic plan are aimed at promoting people centered development. Therefore, communities living in LVB are key stakeholders who will participate in decision-making and implementation of the interventions. Communities will play a key role in identifying the needs, gaps and challenges they face and contribute their views during stakeholder's forums organized by LVBC

5.4. Monitoring, Evaluation and Learning.

5.4.1. Results Based Monitoring and Evaluation Approach



The quantitative targets in EAC Vision 2050 and the 6th EAC Development Strategy form the basis for the 4th LVBC Strategic Plan. The qualitative interventions will be assessed as inputs to the process of implementation.

Review of the Existing M&E Framework

While there is mention of the Results Based Management System (RBMS) frameworks in monitoring the 3rd LVBC Strategic Plan, specific impact measures were not specified within the strategic outcomes against the various objectives. Instead, the Strategic interventions focused on outputs, most of which had no quantitative indicator measure. To remedy this gap, more focus will be on tracking the Basin wide and regional indicators in view of demonstrating how the strategic interventions are addressing the LVB challenges. LVBC will make effort to monitor the level of Partner State capacity development initiatives and the level of success in the regional integration programmes.

5.4.2. Monitoring

To provide management and the main stakeholders with evidence and indications of the extent of progress and performance against Strategic Objectives, strategic interventions, expected results as well as efficiency in the use of allocated resources. LVBC will undertake continuous monitoring through systematic collection of data on the specified indicators. Monitoring will therefore be a continuous undertaking anchored on and guided by the Results Based Management System for LVBC.

Several types of monitoring will be simultaneously undertaken in a seamless manner. These include:

i. There will be departmental monthly, quarterly and semi-annual reviews to assess the

- implementation of planned activities and how the align to the Strategic plan;
- ii. Process monitoring to establish whether the tasks and activities are leading towards the intended project results;
- iii. Technical monitoring to assess whether the strategy being used is achieving the required results;
- iv. Stakeholders and environment monitoring to assess how stakeholders and the operating landscape or environment are changing and impacting on the implementation of the identified strategies and on the delivery of the expected results;
- v. Financial monitoring of expenditure and comparing them with the budgets prepared at the planning stage to ensure there are no excesses or wastages to enhance accountability and measure financial efficiency to ensure the maximization of outputs with minimal inputs; and
- vi. Results monitoring to measure the effects or changes brought about by the interventions both long-term and short-term, positive and negative as well as the intended and unintended results.

5.4.3. Evaluation

Evaluation is the systematic and objective assessment of an ongoing or completed project, program or policy, including its design, implementation and results with a view to determine its worth/value in terms of relevance of the objectives, the efficacy of design/strategies and implementation, the efficiency of resource use, outcomes and impacts generated during the strategic period as well as the sustainability of the interventions and benefits of the strategic interventions.

Evaluation of the Strategic Plan will measure the extent to which changes in LVB can be attributed to the activities of the LVBC at both outcome and impact levels. To effectively evaluate the Strategic Plan, baseline data on key indicators will be determined. The baseline data will be compared against data from the mid- term and end term evaluations to determine the extent to which the strategy has achieved the desired changes in the Basin. LVBC will also conduct periodic independent, high quality assessments of its performance against its goals and desired outcomes. These evaluations will also serve as a vehicle for internal organisational learning. Such evaluations will be employed to evaluate the work of LVBC, refine its programmes, and redirect its resources accordingly. The evaluation of this Strategic Plan will be undertaken as follows:

- i. (An annual performance review after the end of every financial year in each month of July;
- ii. A Mid-term Review in the Months of January & February 2024; and
- iii. End of Evaluation will be conducted in the month of June 2026 being the last month of the last Financial Year of the Strategic Plan (2021-2026).

Table 5.1 provides a summary of the Strategic Plan evaluation schedule.

Table 5.1: EVALUATION SCHEDULE FOR THE LVBC STRATEGIC PLAN 2021-2026

Evaluation	Frequen	cy / Time	Remarks			
	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	
Annual Performance Reviews;	Х	X	X	X	X	1st Month after a Financial (July)
Mid-term Review (MTR)			X			In the Months of Jan to Feb, 2024
End of Strategic Plan Evaluation					X	In June, 2026
Learning	X	X	X	X	X	Continuous

5.4.4. Learning

Learning is the process through which information generated from M&E is reflected upon and intentionally used to continuously improve the organization's ability to achieve results. The LVBC Monitoring and Evaluation will help to work out what is the difference made through the projects. The learning aspect will enable LVBC to discover what works and what doesn't, and thereby improve the performance.

5.5. Reporting, Communication and Feedback Mechanisms

The results-based M&E system will facilitate the collection, processing and storage of routine and non-routine data through standardized protocols and procedures. The system will also include a data quality assurance mechanism. Monitoring and reporting on progress of implementation of the LVBC Strategic Plan will be carried out at three (3) levels including: (i) Strategic/policy level through relevant Sectoral Committees, Sectoral Council of Ministers and Council meetings; (ii) Operational level and at (iii) Beneficiary/Stakeholder level.

LVBC will annually produce a performance report on the overall implementation of the Strategic Plan highlighting key achievements and milestones. The implementation and M&E plan will be used to guide monitoring, evaluation and reporting. A results-based regular and periodic reporting, communication and feedback system will be embraced and will include:

- i. Monthly individual projects/programs and units progress reports;
- ii. Quarterly progress reports of projects/programs and units;
- iii. Semi-annual progress reports;
- iv. Annual reports.

The progress reports, annual reports as well as the other periodic evaluation reports will be presented to various governing and policy organs of LVBC including:

- a. Sectoral Committees:
- b. Coordination Committee/Regional Policy Steering Committees;
- c. The Sectoral Council of Ministers for Lake Victoria Basin; and
- d. The EAC Council of Ministers.

The respective reports will also be shared or submitted to various development partners funding different regional projects and programs coordinated by LVBC. After adoption of the various reports by the relevant organ, the report will be disseminated widely to as many stakeholders as possible. Feedback will be expected through both formal channels of communications provided for in the EAC Treaty and the Protocol for Sustainable Development of Lake Victoria Basin as well the non-formal channels including:

- i. During review /validation workshops and meetings;
- ii. From the local, regional and international electronic and print media;
- iii. Virtual / social media;
- iv. Informal discussions with beneficiaries, stakeholders, actors, and development partners.

Over and above these periodic progress reports, special case studies and beneficiaries' testimonies/success stories will be regularly identified, documented and disseminated using various mediums of communication including electronic news letters, web-postings, stories in both print and electronic media. The stakeholders will play a key role in the preparation and verification of the reports.

5.6. Resource Requirement and Sustainability 5.6.1. Human Resources

Human Resources planning is a process that identifies current and future human resource needs for an organization to achieve its goals. Human resources planning for LVBC should serve as a link between human resources management and the LVBC's mandate. The Strategic Plan (2021-2026) will take into consideration the Human Resources requirements to enable its smooth implementation.

5.6.2. Current staffing level

The LVBC current staffing level stands at 2 Executives, 27 Professionals and 19 General Staff. The LVBC Secretariat is headed by an Executive Secretary who is assisted by a Deputy Executive Secretary. Other staff of the Commission who comprise of Professional and General staff are appointed in accordance with the EAC staff rules and regulations.

5.6.3. Additional Staff Requirements

LVBC core functions, its Mission and Vision are elaborated in this Strategic Plan. Cognizant of the expected key results and the evolving and expected changes in the up-coming period, the implementation of the Strategic Plan will necessitate additional human resources inputs to enable its smooth implementation.

5.6.4. Training Needs

The smooth implementation of the LVBC Strategic Plan (2021-2026) will require strengthening of staff capacity in terms of technical and management skills. The Commission conducted a short-term training needs assessment and developed a training plan. Provisions of trainings proposed focuses on Project Design and Management; Technical, Procurement; Leadership and managing styles; Financial Management; Performance Management System and Communications, ITC and Report Writing.

5.6.5. Staff Performance Appraisal

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organizational performance, and feed into strategic planning. LVBC will ensure the staffs are facilitated in learning/training, team work building and development of interpersonal relationship and behaviour. The new appraisal system will therefore imply the following: Performance based project design; outcome-based job descriptions and development of staff motivation guidelines.

5.7. Funding Mechanisms/Financial Resources

The LVBC being one of the EAC institutions, has two major funding windows which include Partner States equal contributions and support from development partners.

5.7.1. Resource Mobilization

LVBC will require financial resources to implement the strategic plan estimated at USD 135,670,000. LVBC plans to continue mobilizing resources from various sources as provided for in the Protocol for Sustainable Development of LVB. These include Partner States contributions, Development Partners and other sources as shall be established by the Council. The LVBC Resource Mobilization and Partnership Strategy proposes strategic interventions that aim, among others, to diversify funding sources, build internal capacity and coordination for resource mobilization and ensure sustainable funding mechanisms are in place and implemented. Other resource mobilization initiatives outlined in the strategy include:

- a. Pursuing Climate Finance Mechanism and opportunities to become a regional implementing enhity of key climate finance funding mechanisms. through GCF,AF, GEF
- b. Exploring PPPs: LVBC will leverage and explore opportunities for Public- Private Partnerships (PPPs) especially for infrastructure investments.
- c. Multi-lateral and bilateral agencies;
- d. Learning from the planned EAC Development Fund to establish LVB Development Fund (LVBDF) aimed at creating a platform for development partners who may wish to support small projects or non-project activities such as the institutional development of the Commission.
- e. Initiating platforms for networking, coordination and communication with Partner States and development partners such as the LVBC Development Partners Forum through which regular events for dialogue will be organized.
- f. Pursuing long term strategic partnerships/cooperation for joint development of projects/ programs, resource mobilization and projects/ programs implementation. LVBC has successfully

established such partnerships with Nile Basin Initiative (NBI) and KfW in integrated water resources management and further partnerships of the kind will be pursued with targeted institutions.

- g. The KfW under the LVB IWRM programme intends to establish a long-term investment financing for projects and programmes on water supply & sanitation, solid waste management, agriculture & irrigation, ecosystems conservation and restoration, industry, mining and energy (hydropower), water transport and ports, fisheries and invasive species control. It also intends to support and initiate the preparation of project digests (project formulation) by eligible proponents and support facility for project proponents in conducting pre-investment studies/ feasibility studies.
- h. To sustain the long-term cooperation and support, it is envisaged that during the implementation of the LVB IWRM programme (2017 2020) the budget for the subsequent program phases will be developed as a result of project pipeline development. As soon as sufficient eligible projects have been formulated and have proved feasibility, a second investment phase could start.
- i. LVBC will explore Public Private Partnerships (PPPs) to leverage on funds from the private sector by identifying, negotiating, and entering viable and beneficial PPPs. To this end, a number of engagements are on-going with a view to broadening the LVBC partnerships with private sector.
- j. Forging Other Beneficial Partnerships: The Commission will also forge beneficial partnerships with other stakeholders including Civil Society Organizations, NGOs, other regional and international organizations among others.

Overall, the LVBC Secretariat acknowledges that resource mobilization is a collective effort and it will explore all avenues for coordinating with the EAC Secretariat and Partner States in resource mobilization initiatives. This will be done through information sharing, capacity building initiatives, contributing to projects concepts and proposals, participation in EAC-initiated Regional Resource Mobilization Committees, organizing donor round table among others.

5.8. Sustainability

Sustainability, which is defined as the ability to support and uphold planned initiatives and activities forms an integral component of the LVBC Strategic Plan (2021-2026). Specifically, the objectives of sustainability will be to facilitate:

- i. Roll over of projects and initiatives that would be on-going at the end of the Plan's lifespan;
- ii. Scale up of projects and initiatives that would prove to be effective and efficient during the planned period;
- iii. Replication adoption good practices emanating from the projects and initiatives implemented during the period; and
- iv. Ownership and mainstreaming of the initiatives into operations of the Partner States and other stakeholders.

To ensure sustainability, implementation of this Strategic Plan will embrace the following key aspects:

- Capacity building: This strategy ensures that stakeholders including beneficiaries of the projects and interventions have the capability to move the initiatives forward with minimal external support;
- ii. Sustainable financing: Funding uncertainty is a major challenge in sustaining planned initiatives and projects. It is therefore of paramount importance to have secure sustainable funding options that include well defined resource mobilization ventures;
- iii. Stakeholder involvement: For purposes of ownership and meaningful participation, relevant stakeholders will be involved in initiatives and projects from the design through to implementation and evaluation stages. This enhances ownership, continuity and leveraging of resources;

- iv. Mainstreaming: Integrating projects and initiatives into governments' policies, operations and institutional frameworks is a key indicator of sustainability. Other than demonstrating ownership by the governments, it also portrays commitment and buy-in which are major ingredients to policy review, harmonization and leveraging of resources;
- v. Strong partnerships: Collaborating with relevant partners plays a pivotal role in mobilizing resources, enhancing visibility and promoting the principle of inclusiveness. Partnerships also result in exchange of ideas, experiences and knowledge that contribute to strengthening initiatives;
- vi. Technology, Communication, and Knowledge Sharing: Modern technological applications and platforms are instrumental in ensuring that information generated from projects and initiatives is safely stored for reference and dissemination. It also supports consolidation of gains made and up-scaling of the initiatives because such platforms form repositories for data, information and knowledge that can be referenced by many generations.
- vii. Equity and equality: A good implementation of this strategy would be based on the principles of equity and equality of partner countries sharing the same resources and having the same vision in favor of the beneficiary communities.

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ANNEXES

ANNEX I: DETAILED IMPLEMENTATION PLAN FOR THE LVBC STRATEGIC PLAN 2021-2026

STRATEGIC INTERVENTION	RESULT	TARGET	INDICATORS	TIMEFRAME	BUDGET			
PROGRAMME AREA:	CLIMATE CHANGE ACTIONS, ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT							
STRATEGIC OBJECTIVE:			l Resources Manag acity in Lake Victori		gthen Climate			
i. Promote sustainable agriculture and land use management practices in critical transboundary watersheds & ecosystems/ landscapes	Sustainable agriculture and SLM practices in critical transboundary watersheds & ecosystems/ landscapes Promoted	20,000 ha of critical transboundary watersheds & ecosystems/ landscapes under SLM practices	Area (Ha) of transboundary watersheds & ecosystems/ landscapes under SLM practices	2021-2026	2,500,000			
ii. Implement biodiversity (terrestrial and aquatic) conservation and management measures in transboundary ecosystem and landscapes:	Biodiversity conservation and management measures including preparation of Joint Management Plans implemented in 4 transboundary ecosystems/ landscapes of Sango Bay- Minziro, Rweru- Mugesera, Mount Elgon national park and Maasai Mara Serengeti ecosystem	At least 3 measures implemented in each of the 4 ecosystems / Landscapes	Number of measures implemented in each of the 4 ecosystems/landscape	2022-2026	800,000			
iii. Promote and facilitate the management and conservation of trans-boundary wetlands	Critical trans- boundary wetlands in LVB sustainably managed and conserved	12,000 ha of transboundary wetland sustainably managed and conserved	Wetland area (ha) sustainably managed and conserved	2021-2026	3,000,000			

iv.	Promote Sustainable Plastics and Other Solid Waste Management in LVB	Sustainable Plastics and Other Solid Waste Management in LVB Promoted	1 million tons of plastic and other solid waste recycled and or re-used	Tons of plastic and other solid waste recycled or re-used	2022-2026	1,500,000
V.	Implement the Climate Change mitigation and adaption Strategies and interventions	Resilience of LVB communities to climate change impacts strengthened. (Through pilot	Twelve pilot climate smart interventions implemented in the Partner states	Number of pilot climate smart interventions implemented	2021-2026	2,200,000
		climate smart interventions, technology transfer and timely climate	Six climate smart technology transferred & adopted	Number and type of climate smart technology transferred & adopted	2022-2026	1,200,000
		information dissemination)	12,000 Cumulative number of households are more climate resilient	Cumulative number of more climate change resilient households	2021-2026	300,000
vi.	Contribute to and coordinate basin-wide ecosystem monitoring and knowledge management on land use, land cover, land degradation and biodiversity (aquatic & terrestrial):	Availability of information on status of ecosystems in the basin for better planning	ecosystem status reports produced biennially	Frequency of ecosystem status reports / publications	2022-2026	1,400,000
vii.	Restore and Protect Selected water catchments and Water Sources in the LVB.	Critical water catchments and water sources in the LVB restored and protected	500 Ha of water catchments and water sources in the LVB restored and protected	Number of and area (ha) of water catchments and Water Sources in the LVB restored and protected	2021-2026	2,300,000
viii	Promote Resource Efficient and Cleaner Production (RECP) Technologies and other Green Growth Initiatives	Adoption of and investments in RECP technologies by private sector enterprises in LVB	300 private sector enterprises adopt and invest in RECP technologies	Number of private sector enterprises that adopt and value of their investments in RECP technologies	2022-2026	2,000,000

	Reduction in untreated Industrial effluent discharges into the lake rivers and other water bodies in LVB	150 enterprises invest in industrial effluent pretreatment plants	Number of industrial effluent pre-treatment plants established	2021-2026	1,700,000
	Greening of key agricultural value chains (Dairy, sugarcane, Tea etc.)	At least 5 key Agricultural value chain in LVB greened with mix initiatives	Number of value chains greened and greening initiatives undertaken	2022-2026	1,100,000
Sub-total					20,000,000

PF	OGRAMME AREA:	3.2. INTEGRATED WATER RESOURCE MANAGEMENT AND DEVELOPMENT IN THE LAKE VICTORIA BASIN						
ST 2:	RATEGIC OBJECTIVE	To Promote the integral Victoria basin.	ated wate	r resources manageme	nt and develop	oment in Lake		
i.	Undertake the High Priority Investments in the upper catchment of LVB in The Republic of Burundi	A High Priority investment implemented in Burundi	1	Number of investment projects implemented	2023-2026	10,000,000		
ii.	Support the preparation and implementation of IWRM investments (including water supply and sanitation)	Bankable IWRM infrastructure projects identified and prepared.	6	Number of bankable infrastructures projects	2021-2026	6,000,000		
		High Priority investments project constructed and commissioned.	5	Number of investment projects	2022-2026	50,000,000		
iii.	Promote, facilitate the development and implementation of enhanced technological advancement for water	Technology for efficient water harvesting, storage, processing and utilization identified and piloted	3	Number of technology-based water harvesting, storage, processing	2022-2023	120,000		
	harvesting, storage, processing and utilization	Technology-based water harvesting, storage, processing promoted and adopted.	3	Number of technology-based water harvesting, storage, processing identified	2022-2023	600,000		

iv.	Develop and promote the operationalization of a harmonised regional framework for	Regional Harmonized policy on water quality management prepared	1	Policy document.	2024	1,000,000
	improving water quality management	LVB Water quality management strategy and action plan developed.	1	Strategy and action plan document	2022	150,000
		Operationalisation the industrial and municipal effluent standards promoted	6	Number of promotion campaigns	2026	300,000
V.	Coordinate and Facilitate basin-wide data and information generation and	Hydromet data and information products exchange hub established	1	Operational hub	2026	800,000
	dissemination including monitoring of water quantity and quality, flood prediction and	Platforms for data and information dissemination enhanced	1	Number of Platforms	2026	200,000
	lake water level monitoring	Information products prepared and disseminated on various platforms	10	Number of Information products	2026	150,000
		Partnerships and Protocols to facilitate data and information sharing established	3	Number of partnerships and protocols	2026	200,000
vi.	Build the capacity of the relevant institutions (Water Resources	LVB Water Information System established	1	Functional system	2024	1,400,000
	Management Authorities, Water utilities, National Environmental Management Authorities) on	Capacity of Partner States in the use of the LVB-WIS strengthened (data processing, modelling)	18	Number of trainings in 6 Partner States	2022 - 2026	400,000
	water resources management, operation and maintenance of water infrastructure.	Capacity on the operation and maintenance of the constructed HPIs strengthened	5	Water Utilities trained	2022-2024	250,000
vii.	Facilitate the development of	LVB-IWRM Strategy developed.	1	LVB-IWRM strategy	2021-2022	250,000
	LVBC Integrated Water Resource Management Strategy including initiating process for development of Lake Victoria Water Framework Directive;	LV Basin characterization completed	1	Report on the Characterization	2022-2025	300,000

viii. Promote regional consensus on water management and Water Release and abstraction for LVB	WRM Act approved	1	WRM bill assented to.	2022-2025	200,000
	Consensus on the new Water Release & Abstraction policy	1	Consensus on the new Water Release & Abstraction policy built	2022-2026	800,000
ix. Promote conjunctive use of surface and groundwater resources	Pilot projects on conjunctive use of surface and groundwater	5	Number projects piloted	2022-2026	500,000
Sub-total					73,620,000

PROGRAMME AREA	: 3.4. SOCIAL DEVELO	OPMENT PROGR	AM		
STRATEGIC OBJECTIVE 4:	Facilitate social deve	lopment programs	in the Lake Victoria Bas	sin;	
i. Establish and operationalize multi-sectoral PHE committees in districts and count for sustainability	and Environment	At least 10 Multisectoral committees established	Number of multisectoral committees established	2024	1,000,000
ii. Strengthen the capacity of the Community Based Organization to champion the PHI integrated approato sustainable development	:	At least 50 PHE CBOs trained on resource mobilization and Project management	I) Number of CBO trained ii) Number of Bankable business proposal developed; iii) Number of households with stable income generating activities; iv) Number of projects funded	2022 - 2026	500,000
iii. To strengthen Integrated PHE Programming in cross borders communities to ensure sustainabi improved livelihoo and environmenta conservation.	ds	10 Cross border communities supported to implement and sustain integrated activities.	Number of Cross- border communities reached with PHE products/services	2024	300,000
iv. Mainstream gende into LVB projects a programmes.		At least 10% of project funds appropriated to fund gender and social activities	Number of Projects/ programmes with dedicated budgets for gender and social Activities	2021- 2022	450,000
v. Promote empowerment of youth and vulnera groups	Youth and other vulnerable groups needs are integrated into all projects and programmes	20 Interns and 50 volunteers	Number of youth offered internship and Volunteering opportunities in LVBC	2022- 2025	150,000

	Involvement of youth in environmental management activities	Environmental Youth clubs/ Association empowered to undertake environmental activities	Number of Environmental Youth Groups/Clubs or Associations empowered	2022- 2025	300,000
	iii) Development of a regional Policy on empowerment of youth and other vulnerable groups.	A Regional Policy developed and operationalised	Policy developed and operationalised	2022- 2026	250,000
vi. Facilitate and support community resilient livelihood systems	Resilient and stable community alternative livelihoods	At least 2 communities in each transboundary ecosystem have alternative livelihoods	Number of resilient households with alternative livelihoods	2022- 2025	500,000
Sub-total					3,450,000

PR	PROGRAMME AREA: 3.5. INVESTMENT PROMOTION AND BLUE ECONOMY DEVELOPMENT IN LVE					NT IN LVB			
ST 5:	RATEGIC OBJECTIVE	To promote econom	To promote economic investment and enhance blue economy potentials in LVB						
i.	Promotion of an enabling environment for sustainable investment and employment creation	Development and operationalization of Investment strategy for LVB	i)An operational Investment strategy for LVB by 2023	i) Investment strategy for LVB developed and operationalized	2022- 2025	1,000,000			
			ii) investment forum and tourism stakeholder forum held biennially	ii) number and frequency investment forum and tourism stakeholder forum held					
ii.	Strengthening of research and development for economic development in LVB	Conduct research on economic potentials and constraints of developing LVB as an economic growth- zone	Policy briefs to guide the unlocking of economic potentials in the Basin	Number of Research conducted	2022- 2025	500,000			
iii.	Strengthening the partnership and collaboration of the National Investment Authorities of Partner States	Functional mechanism to guide partnerships with National Investment Authorities	Structured working relationship in place	No. of partnership MoUs/Agreements	2022- 2026	150,000			

	Effective Support to joint organisation of investment forums	Regional Investment forums on economic potential in the basin conducted	No. of forums held	2022- 2025	400,000
	Promotion of capacity building programs with National Investment Authorities' stakeholders	Capacity building programs developed and executed	No. of capacity building initiatives executed	2022- 2026	500,000
iv. Develop sustainable Blue economy strategy and pilot key blue economy initiatives	Development of the Blue economy strategy for the basin and initiation of key	i) LVB Blue economy strategy in place by 2026	i) Blue economy strategy developed	2022- 2026	3,000,000
	pilot projects	ii) 5 Blue economy pilot projects initiated	ii) Number Blue economy pilot projects initiated		
Sub-total					5,550,000

PF	OGRAMME AREA:	STRENGTHENING THE INSTITUTIONAL AND COORDINATION CAPACITY OF LVBC AND PARTNER STATES				
ST 6:	RATEGIC OBJECTIVE	JECTIVE To Strengthen the Institutional and coordination capacity of LVBC and Partner states				Partner states"
i.	Strengthen Legal and Operational framework	Operationalization of the LVBC Act 2020	Assent of LVBC Act 2020 and operationalized	LVBC Act 2020 assented to.	2022- 2025	200,000
ii.	Complete and equip the LVBC Headquarters	Completion of LVBC HQ construction.	LVBC HQ construction completed and equipped by 2026	LVBC HQ commissioned	2022- 2026	3,500,000
iii.	Strengthen Human resources capacity	Recruitment of vacant and new approved positions	20 positions vacant positions filled	Number of Vacant positions filled	2022- 2025	2,000,000
iv.	Transition LVBC towards Centre of Excellence in Water and Environment Management	Existence of an LVBC Centre of Excellence in IWRM	Positioning LVBC as a regional IWRM knowledge hub.	Level of usage of IWRM CoE	2022- 2026	2,850,000
V.	Strengthen ICT Infrastructure	Efficient and reliable ICT and security infrastructure	Enhancing the ICT infrastructure to increase productivity	Number of ICT Infrastructure installed and level of ICT security	2022- 2025	1,000,000

Tot	al					135,670,000
Sul	b-total					12,150,000
	Enhance coordination capacity of Focal Point Institutions from Partner States	Coordination capacity of LVBC National Focal points officers enhanced	15 focal point officers Capacity enhanced to coordinate implementation of LVBC interventions at National Level	Number of evaluations carried out. Number of consultative meetings organized to improve coordination mechanisms	2022- 2026	600,000
		Monitoring Tools for data collection Developed	Conduct a midterm evaluation of the 4th LVBC strategic Plan	Level of utilization of M&E data collection tools		
	Strengthen institutional capacity in Monitoring & Evaluation.	Awareness creation among staff on monitoring and evaluation	Enhanced staff Monitoring and evaluation skills	Number of M&E training conducted	2022- 2026	1,000,000
	vi. Strengthen LVBC communication and knowledge management capacity (Enhance awareness/ visibility for LVBC & Operationalize knowledge management strategy) vii. Implement the EAC risk management strategy framework and Improve quality management and assurance systems	Quality Management system implemented and ISO certification				
		Institutionalized Risk management framework.	risk mitigation and compliance to standard operating procedures.	Number of functional Committees coordinating Risk management framework	2022- 2026	500,000
		Branding & visibility materials				
		Operational LVBC communication strategy and development of	LVBC Communication and branding strategy implemented	Number branding & visibility tools developed to operationalize the strategy	2022- 2026	500,000

