EAST AFRICAN COMMUNITY

LAKE VICTORIA FISHERIES ORGANIZATION

SECRETARIAT

STRATEGIC PLAN
2016 - 2020

Vision

"A Competitive and Sustainable Fisheries and Aquaculture Industry in the East African Community"

Mission

"To promote Sustainable Management and Development of Fisheries and Aquaculture in the East African Community for Food Security and Wealth creation"

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ACRONYMS AND ABBREVIATIONS

ACP	African, Caribbean and Pacific
ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AMREF	African Medical Research and Educational Foundation
AU IBAR	African Union – Inter African Bureau for Animal Resources
BMU	Beach Management Unit
CAADP	Comprehensive African Agriculture Development Program
CAS	Catch Assessment Survey (fisheries)
CAS	Catch Assessment Surveys
CCRF	Code of Conduct for Responsible Fisheries
CEPGL	Economic Community of the Great Lake Countries
CIDA	Canadian International Development Agency
CIFA	Committee for Inland Fisheries of Africa (FAO)
CITES	Convention on International Trade in Endangered Species
CoM	Council of Ministers
COMESA	Common Market of Eastern and Southern Africa
DES	Deputy Executive Secretary (LVFO)
DFO	District Fisheries Officer
DFR	Department of Fisheries Resources (Uganda)
DLG	District Local Government
DoF	Department of Fisheries
DRC	Democratic Republic of Congo
DSS	Decision Support Systems
EAC	East African Community
EC	Executive Committee (LVFO)
EEZ	Exclusive Economic Zone
EMEDO	Environmental Management and Economic Development Organization
EPA	Economic Partnership Agreement
EU	European Union
FA	Financing Agreement (IFMP)
FAO	Food and Agriculture Organization of the United Nations
FMC	Fisheries Management Committee (LVFO)
FMP	Fisheries Management Plan (Lake Victoria)
FS	Frame Survey (Fisheries census)
FSSP	Fisheries Sector Strategic Plan (Uganda)
GATSBY	Name of a Charitable Foundation
GEF	Global Environmental Fund
GLFC	Great Lakes Fisheries Commission

GIZ	German International Development Agency
HIV	Human Immunodeficiency Virus
ICEDA	Iceland Development Agency
IDA	International Development Agency
IDRC	International Development Research Centre
IFMP	Implementation of a Fisheries Management Plan
IPOA	International Plan of Action
IT	Information Technology
IUCN	International Union for Nature Conservation
IUU	Illegal, Unreported and Unregulated
JICA	Japan International Cooperative Agency
KMFRI	Kenya Marine Fisheries Research Institute
KPI	Key Performance Indicator
LTA	Lake Tanganyika Authority
LVB	Lake Victoria Basin
LVBC	Lake Victoria Basin Commission
LVEMP	Lake Victoria Environmental Management Project
LVFO	Lake Victoria Fisheries Organization
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCS	Monitoring, Control and Surveillance
MDA	Ministries Departments and Agencies
MDG	Millennium Development Goals
MINAGRI	Ministry of Agriculture and Animal Resources
MIS	Management Information System
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSY	Maximum Sustainable Yield
NaFIRRI	National Fisheries Resources Research Institute
NEPAD	New Partnership for African Development
NGO	Non-Government Organizations
NORAD	Norwegian Aid Agency
OSIENALA	Friends of Lake Victoria (NGO)
PAF	Partnership for African Fisheries
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSC	Policy Steering Committee
RAMSAR	Convention on Wetlands signed in Ramsar
RARDA	Rwanda Animal Resources Development Authority
REC	Regional Economic Communities
RFB	Regional Fisheries Bodies

RPOA	Regional Plan of Action
RV	Research Vessel
SADC	South African Development Community
SIDA	Swedish International Development Agency
SOPs	Standard Operating Procedures
SP	Strategic Plan
TAFIRI	Tanzanian Fisheries Research Institute
TORs	Terms of References
UFA	Uganda Fisheries Authority
UFPEA	Uganda Fish Processors and Exporters Association
UN	United Nations
UNCLOS	United Nations Convention on the Law of the Sea
USAID	United States Agency for International Development
USD	United States Dollar
WWF	World Wide Fund

Executive Summary

Lake Victoria Fisheries Organization (LVFO) is an institution of the EAC with the mandate to manage the fisheries and aquaculture in the EAC region. The three Partner States namely the Republic of Kenya, the United Republic of Tanzania and the Republic of Uganda established the LVFO by the Convention of 1994. It was subsequently registered under the UN Charter of the Food and Agriculture Organization (CAP 102) as a Regional Fisheries Management Organization. It is composed of the fisheries management and research institutions, Beach Management Units (BMU), Fish Processors and Exporters Associations in the EAC Partner States and coordinated by the LVFO Secretariat based in Jinja, Uganda.

Its principle objectives are to foster co-operation among the Partner States, harmonize national measures for the sustainable utilization of the fisheries and aquaculture resources of the EAC water bodies and to develop and adopt conservation and management measures. The institution collaborates with member states to:-

a) Promote proper management and optimal utilization of the fisheries and aquaculture resources;
b) Enhance capacity building of the institutions;
c) Provide for the conduct of research concerning the fisheries and aquaculture resources and related activities;
d) Consider and advice on the effect of direct and indirect introductions of any known aquatic animal or plant;
e) Serve as a clearinghouse and databank for information on fish, fisheries and aquaculture products.

Following the expiry of its Strategic Vision 1999-2015, LVFO developed a new Strategic Plan for the period 2016-2020, that is expected to:-

a) Strengthen the organization;
b) Increase its visibility;
c) Fully mainstream it into EAC structures; and
d) Build its capacity to mobilize resources and enhance its coordination role for sustainable management of fisheries and the development of aquaculture to contribute to food security and economic growth in the region.

The plan also recognizes the process to amend the LVFO convention to provide for all the EAC Partner States. Other anticipated changes include the expansion of the mandate of the organization (geographical-all East African water bodies and technical-aquaculture) and new institutional arrangement for implementation of the Strategic Plan in the short term will have to be within the framework of the current functions and structure.

LVFO has revised its vision and mission to capture its new aspirations based on new operational focus of ***having a well-managed, competitive and sustainable fisheries and aquaculture industry in the East African Community*** *by* ***promoting sustainable management and development of fisheries & aquaculture in the region for food security and wealth creation.***

The LVFO vision is "*A Competitive and Sustainable Fisheries and Aquaculture Industry in the East African Community*".

The LVFO mission is "*To promote Sustainable Management and*

Development of Fisheries and Aquaculture in the East African Community for Food Security and Wealth creation"

In addition, eight strategic issues embody the pillars through which attainment of LVFO aspirations is expected. The development context that has grounded derivation of the strategic issues revolve around *Equity, Poverty reduction, Economic Efficiency, Self-Sufficiency, Stability and Capacity Building*. The pertinent questions and strategic issues that the Strategic Plan intends to address include; *Fisheries Management and Development, Aquaculture Management and Development, Monitoring and Research, Strengthening Partnerships for Fisheries Management, Knowledge Management and Information Sharing, Trade and Marketing of Fish and Fisheries Products, Institutional Capacity and Governance, and Financial Sustainability.* The plan includes identified specific objectives, outputs, outcomes and actions under each strategic issue as well as measures of success.

This strategy has mapped out strengths to take advantage of existing opportunities and those, which may emerge. It has also identified strategies to overcome threats and weaknesses.

The Strategic Plan elaborates key stakeholders roles and responsibilities for implementation of the plan and the Medium Term Expenditure Framework identified as the preferred modality for fiscal planning.

The M&E system for the Strategic Plan will primarily monitor processes, activities outputs and outcomes. Regular monitoring will focus on the following issues:-

a) Activities being implemented within set timelines and progress achieved;
b) The rate at which inputs (budgets, staffing and finances) are being used within agreed budget lines;
c) The extent to which the desired results are being achieved in relation to set targets; and
d) Identify changes in the project environment and determine whether the identified assumptions and risks still hold true.

The Strategic Plan implementation requires an estimated **USD 117,790,000, over 5 years** representing a 32% increase of the projections for LVFO presented in the EAC Development Strategy 2011/12-2015/16.

1. Introduction

1.1 Background

Lake Victoria Fisheries Organization (LVFO) is an institution of the EAC with the mandate to manage the fisheries and aquaculture in the EAC region. The three Partner States namely the Republic of Kenya, the United Republic of Tanzania and the Republic of Uganda established the LVFO by the Convention of 1994. Subsequently it gained registration under the UN Charter of the Food and Agriculture Organization (CAP 102) as a Regional Fisheries Management Organization. It is composed of the fisheries management and research institutions in the EAC Partner States and coordinated by the Secretariat based in Jinja, Uganda. LVFO adopted a co-management approach to fisheries management. The LVFO technical committees bring on board BMUs, Fish Processing, and Export Associations.

The Strategic Vision 1999-2015 has guided the LVFO operations. The vision focused on a healthy Lake Victoria Ecosystem and Sustainable Resources, Integrated Fisheries Management, Coordinated Research Programs, Information Generation, Flow and Exchange and Institutional/Stakeholder Partnerships. In 2002, LVFO developed a Fisheries Management Plan for Lake Victoria and programs to operationalize the Strategic Vision by forming Working Groups at national and regional level. Working groups are composed of technical experts in different thematic areas from the fisheries management and research institutions of the Partner States.

To implement the Fisheries Management Plan 2002-2008, and the second plan 2009-2014, - the programs executed under the plans were;

a) Resource, Environmental and Socio-economic Research and Monitoring
b) Fisheries Policy, Legislation, Institutions and Processes (Fisheries Management)
c) Aquaculture Research and Development
d) Database, Information, Communication and Outreach
e) Human Resources and Infrastructure Capacity Building

Over the course of 16 years since its establishment, the LVFO achieved some significant milestones including:-

1. Establishing a vibrant Secretariat in Jinja, Uganda that has enhanced the cooperation of Partner States for the effective utilization and management of fisheries and aquaculture resources in the EAC region. The Secretariat has, among other things:-

    a) Facilitated the harmonization of policies, regulations, standards and guidelines; supported capacity strengthening of key stakeholders in fisheries and aquaculture management; and provided technical support to stakeholders;
    b) Provided a forum for coordination, interaction and experience sharing among Partner States and other stakeholders around fisheries and aquaculture development.

2. Formation of community based structures for the management and sustainable use of fisheries and aquaculture resources. This consists of 1,069 Beach Management Units, three national Fish Processors and Exporters Associations and thematic working groups

which also participate in the planning and decision making process of the organization, thereby enhancing ownership and sustainability.

3. Development of an effective mechanism for quality assurance of the export of fish and fishery products that has guaranteed uninterrupted access to international markets in over 24 countries over the past 16 years. This has resulted in increased exports from USD 51 million in 1994 to USD 340 million by 2014.

4. LVFO has established itself as an authority and repository for scientific knowledge and information on fisheries and aquaculture for the EAC region through its network of research institutions at Partner States. LVFO is able to conduct annual census, surveys and studies to support science-based planning and decision making.

1.2 Overview of the Strategic Plan 2016-2020

Following the expiry of its Strategic Vision 1999-2015, LVFO has developed a new Strategic Plan for the period 2016-2020, that is expected to;

a) Strengthen the organization;
b) Increase its visibility;
c) Fully mainstream it into EAC structures; and
d) Build its capacity to mobilize resources and enhance its coordination role for sustainable management of fisheries and the development of aquaculture to contribute to food security and economic growth in the region.

The Strategic plan also recognizes the process to amend the LVFO Convention of 1994 to provide for all the five EAC Partner States. The amendment in the Convention will be followed by other anticipated changes including the expansion of the mandate of the organization (geographical- all East African water bodies and aquaculture-postharvest) and a new institutional arrangement. The implementation of the Strategic Plan, in the short term therefore will have to be within the framework of the current functions and structure.

The Plan identifies eight strategic issues as the pillars to drive achievement of LVFO future aspirations. The strategic plan describes and communicates the objectives, outputs, outcomes and strategic actions needed to address those strategic issues.

2. Situation Analysis

2.1 Legal and Policy Framework

The key development objectives of the EAC Partner States are aimed at eradicating poverty and ensuring food security while maintaining resources sustainability and environmental health. International, continental and regional agreements, treaties, conventions, protocols and codes of practice, and by regional and national, policies, goals, visions, strategies, action plans of Partner States, guide the plans and operations of the LVFO.

Within the Fisheries and Aquaculture context, all the Partner States are either parties or signatories to key international policy frameworks like the:-

a) The FAO Code of Conduct for Responsible Fisheries (CCRF);
b) The Convention on Biological Diversity Agenda 21;
c) The Convention on International Trade in Endangered Species (CITES);
d) The RAMSAR Convention on Wetlands of International Importance
e) The United Nations Convention on the Law of the Sea of 10 December 1982 (UNCLOS);
f) Port State Measures Agreement (Kenya only signatory as of August 2014); and
g) UN Fish Stock Agreements for Straddling Fish Stocks and Highly Migratory Fish Stocks (Kenya only signatory)

In the continental context, under the COMESA and NEPAD arrangements, the states are party to the Partnership for African Fisheries (PAF), which is a programme of the New Partnership for Africa's Development (NEPAD). PAF works to improve the sustainability of Africa's fisheries and improve the returns provided by this sector. PAF will support and facilitate implementation of earlier African fisheries instruments targeting reform and eventually incorporated into CAADP. These include the Malabo Declaration on African Agriculture and CAADP (2015), the Abuja Declaration (NEPAD, 2005), the NEPAD Action Plan (2005), and the regional economic integration policies of the RECs such as the SADC Protocol on Fisheries (2001).

Upon entering into force of the Treaty establishing the EAC in 1999, the LVFO became a specialized fisheries and aquaculture institution of the EAC (EAC Treaty Article 9.3). The Protocol for Sustainable Development of the Lake Victoria Basin (Article 8) and the EAC Protocol on Environment and Natural Resources Management (Article 16.4) recognize the LVFO mandate.

The LVFO is revising the Convention as recommended by the eighth Regular Session of the LVFO Council of Ministers and the 24th EAC Council of Ministers to bring onboard the Republics of Burundi and Rwanda and any other EAC state as provided for under Article XXI of the Convention. The full mainstreaming of LVFO into EAC is also a follow up of the recommendation of the Conference of the African ministers of fisheries and aquaculture (2012) who recommended fisheries reforms and strengthening of institutional arrangement in order to improve productivity of fisheries and aquaculture. AU-IBAR and NEPAD Planning and Coordinating Agency are currently doing this under the African fisheries framework whose

policy recommends regional fisheries bodies' alignment to the regional economic communities.

The Partner States developed and adopted a Regional Plan of Action to prevent, deter and eliminate Illegal, Unreported and Unregulated (RPOA-IUU) fishing on Lake Victoria and its Basin and complemented by the Regional Plan of Action to control fishing effort (RPOA-Capacity). The key regional documents guiding the management and development of fisheries and aquaculture in the EAC include:-

a) The Convention for the Establishment of the Lake Victoria Fisheries Organization signed 1994;
b) The Lake Victoria Fisheries Organization Strategic Vision (1999-2015) adopted in1999;
c) The Treaty for Establishment of the East African Community signed in 1999 especially Article 114(b);
d) The Protocol for Sustainable Development of the Lake Victoria Basin signed in 2003 (especially Article 8 of the Protocol); and
e) The Vision and Strategy Framework for Management and Development of Lake Victoria Basin adopted in 2003.

The Partner States put in place measures to control access to the fishery through licensing, gazetting of fish landing sites, mesh size restrictions and formation of Beach Management Units (BMUs) and also incorporated them in national fisheries regulations. While the Partner States visions and strategies were prepared independently, they are in line with the objectives of the Community, which develops policies and programmes aimed at widening and deepening cooperation among the Partner States. This is expected in political, economic, social and cultural fields, research and technology, defense, security and legal and judicial affairs, for the Partner States' mutual benefits. All the Partner States share in the dream of achieving a middle-income status by 2030.

At national level, the status on the relevant legal and policy frameworks for the individual Partners States currently are as follows:

Burundi

While there is currently no explicit fisheries policy document, the government has set out clear policy direction for the sector in the Poverty Reduction Strategy Paper (PRSP) of 2006 that makes very clear the need to increase fisheries production. Until very recently (2010), the legislation for the fisheries sector dated back to the principal law, the Decree on Hunting and Fishing of 1937 brought in across all the Territories administered by Belgium at the time. A new Fisheries Bill is in the process of debate and enactment. Burundi with technical support from the FAO developed a draft Fisheries Master Plan in 1988. Burundi is a member of the Lake Tanganyika Authority (LTA), COMESA, the Economic Community of the Great Lakes Countries (CEPGL) and CIFA. Burundi is also a member of the EAC negotiating group for the Economic Partnership Agreements with the European Union.

Kenya

The Fisheries Act (Cap 378) (Rev. 1991) provides the guidance framework for Fisheries however; a Bill is pending approval by Parliament after which it will become the new Principal Act. New Regulations are to be prepared following approval of the Principal Act. National

policies for the sector are enshrined in the National Oceans and Fisheries Policy approved by Cabinet in 2008 and the Ministry of Fisheries Development, Strategic Plan 2008 to 2012 (approved in March 2009). Kenya is part of the East African Community (EAC) negotiating group for the Economic Partnership Agreements with the European Union (EU) and does not have a Fisheries Partnership Agreement with the EU.

Rwanda

Rwanda developed a Master Plan for Fisheries and Fish Farming for the period 2011 to 2020 and currently complimented by national economic growth documents that make explicit mention of fisheries such as the Strategic Plan for Agricultural Transformation (SPAT). Similarly, the Economic Development and Poverty Reduction Strategy (EDPRS) sets out a series of actions for fisheries as a means of diversifying agricultural production. In July 2008 the Rwandan parliament put into motion processes for laying out the legislative framework for fishing and aquaculture in the country. Rwanda forms part of the East Africa Community (EAC) group for negotiations of the Economic Partnership Agreement (EPA) with the European Union

Tanzania

The Fisheries Policy and Strategy Statements of 1997, which are now under review and currently at the final stage of government approval together with the Fisheries Act No 22 of 2003, which is also under review and the Fisheries Regulations of 2009 provides the guidance framework for Fisheries management in mainland Tanzania. The overall goal of the approved National Fisheries Policy is to contribute to national poverty reduction objective through sustainable management and utilization of the fisheries resources. Other policy instruments that govern the fisheries sector include the Tanzania Fisheries Research Institute Act No 6 of 1980, Marine Parks and Reserves Act CAP 146 and the Deep Sea Fishing Act Cap 188 among others.

Policy planning initiatives includes the Tanzania Development Vision 2005 with specific economic and social objectives targeted for attainment by the year 2025. The Vision lays out the long-term developmental goals and perspectives that informed formulation of the National Strategy for Poverty Alleviation (NPES). In addition, there is the Tanzania Assistance Strategy (TAS) with medium-term national strategy of economic and social development, encompassing joint efforts of Government and the international community. Furthermore, development of the Poverty Reduction Strategy Paper (PRSP) with the medium-term strategy of poverty reduction involved broad consultation with national and international stakeholders, in the context of the enhanced Highly Indebted Poor Countries (HIPC) Initiative. Tanzania is part of the East African Community (EAC) negotiating group for the Economic Partnership Agreements with the European Union (EU) and

Uganda

The Fish Act of 1951, revised in 1964 and re-issued unchanged in 2000, provides for the control of fishing in Uganda. However, a new Fisheries Bill is currently in parliament pending enactment. National policies for the sector are enshrined in the National Fisheries Policy (May 2004) and the Provisional Fisheries Sector Strategic Plan (FSSP). Uganda is part of the EAC negotiating group for the Economic Partnership Agreements with the European Union.

2.2 Institutional Framework

Burundi

Responsibility for the management of the nation's fisheries falls under the Department of Water, Fish Culture and Fisheries in the Ministry of Agriculture and Livestock. After signing the Convention on the Sustainable Management for Lake Tanganyika in June 2003, the state of Burundi committed to among other things, ensuring fisher and resource user's participation in the management of fisheries resources through community-based management approaches.

Rwanda

The responsibility for the management of the nation's fisheries falls under the Ministry of Agriculture and Animal Resources (MINAGRI). Fisheries management is coordinated at national level and implemented through the autonomous Rwanda Animal Resources Development Authority (RARDA) within the Ministry. By virtue of two rivers flowing into Lake Victoria and being a large stakeholder in the lake basin, Rwanda is in the process of incorporation into Lake Victoria Fisheries Organization (LVFO) along with Burundi. Rwanda is, along with Burundi and the Democratic Republic of the Congo (DRC), a member of the Economic Community of the Great Lakes Countries (CEPGL).

Kenya

The creation of a number of new and segregated departments in 2008 rejuvenated the management of natural resources in Kenya. The central Ministry of Fisheries Development Offices in Nairobi led and coordinated management of fisheries in Kenya until 2013 when the Ministries merged to form the new Ministry of Agriculture, Livestock and Fisheries. The Ministry is made up of three State departments each headed by a Principal Secretary. The State department of Fisheries has three directorates namely the Directorate of Fisheries Policy Research and regulations, the Directorate of Fisheries Resources Development and Marketing and the Directorate of Aquaculture Technologies Development while Kenya Marine and Fisheries Research Institute (KMFRI) coordinate Fisheries research.

Kenya began to institute the wide-ranging decentralization of powers with devolution of most functions to the County Governments including the County Directors of Fisheries and the staff working under them. However, for management of Lake Victoria the National Government has a regional office at Kisumu. The intergovernmental structures have been put in place to strengthen linkages through consultations and collaboration between the two levels of government as enshrined in the Constitution of Kenya 2010; an additional Common Programme Framework has been develop to coordinate projects of national government and development partners at lower implementation level.

The collaborative approach is a principal of management enshrined in the National Policy and currently implemented with partners in the fish industry, the NGO sector, local governments, international donor community and the fishers and resource users themselves. Beach Management Units legally established under the Fisheries Act through the Beach Management Regulations 2007 are important partners in fisheries in both coastal and inland waters.

Uganda

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) has held the

responsibility for fisheries management with the Department of Fisheries Resources (DFR) as the technical management authority. The department has now been elevated to a Directorate with three departments namely the Aquaculture Management and Development Department, Fisheries Resource Management and Development (Natural Stocks) Department and the Fisheries Control, Regulation and Quality Assurance Department. The National Fisheries Resources Research Institute (NaFIRRI) coordinates fisheries research.

At local Government level, Uganda has implemented a programme of decentralization in all sectors including fisheries with District Fisheries Officers now employed and facilitated by the local government units. The DFR works closely with other partners in collaborative management including the Beach Management Units, the industry association i.e. Uganda Fish Processors and Exporters Association (UFPEA), and a range of other NGOs and development partners. Uganda is also in the process of establishing joint management bodies with Democratic Republic of Congo (DRC) for the management of some of the shared lakes like Albert and Edward.

Tanzania

The Fisheries Development Division within the Ministry of Livestock and Fisheries Development manages fisheries in mainland Tanzania. The Department of Fisheries and Marine Resources under the Ministry of Livestock and Fisheries lead the management of fisheries in Zanzibar. The Deep Sea Fishing Authority has recently been operationalized based in Zanzibar and is responsible for, among other things, the management of fisheries in the Exclusive Economic Zone (EEZ) under the jurisdiction of the United Republic of Tanzania. Tanzania Fisheries Research Institute (TAFIRI) coordinates fisheries Research. Collaborative management of fisheries has long been an approach adopted in Tanzania and stakeholders are involved in the sharing of management functions with central authority e.g. District Authorities, Beach Management Units and Industry. The success and breadth of application of the co-management approach has been possible with the support of a range of institutions such as international development partners, NGOs and church groups. Marine Protected Areas (MPAs) are an important management tool in the coastal areas, currently managed by Marine parks and Reserve Units.

2.3 Institutional Linkages

To address the issue of weaknesses of linkages between national and lower level institutions, it is important at the outset, to have a clear definition of the term. Linkages embody the manner in which institutions interact with each other formally and informally for participatory and coordinated delivery of services. Linkages refer to formal structures including vertical and horizontal structures and can be mandatory such as when laws or regulations prescribe them (e.g. in instruments like the LVFO convention, national policies and laws) or they can be unregulated and voluntary or dictated by common interests and special affinities. Linkages are a reality of organizational existence, so effectiveness in enabling the organization to achieve its strategic objectives rather than their existence determines their assessment. In the analysis, an examination of a number of commonly held organization management principles that provided the grounding for effective linkages facilitated identification of the nature of relationships between national and lower level institutions. These principles and status of the relationships presented hereafter reveal the following.

a) **Functional specializations;** National and lower level institutions like sector Ministries, Departments and Agencies (MDAs) as well as the District Local Governments (DLGs)

were reported to execute and be responsible for functional specializations. National institutions are tasked with specific functions like policy formulation, support as well as guidance while lower level institutions focused on implementation of the policies among other things.

b) **Partnership orientation;** National and lower level operations require the promotion and strengthening of partnership type arrangements in the delivery of service. To a large extent these have been demonstrated in the linkage with the private sector, co-management institutions as well as associations.

c) **Synergistic potential;** The various Partner States all have overarching visions and strategies for the fisheries sector with the expectation that successful management of the lake would be achieved and be influenced through synergies especially and exploitation of the capacities and capabilities of all the players in the fisheries sector in partner states. There was limited or no documented evidence that this was happening in the case of national and sub national institutions.

d) **Complementarity;** Given the complexity of the sector and the large number of players involved, it is important that national and lower level institutions efforts and contributions are designed to be complementary rather than in competition with each other. The income generating potential of the fishery has led to competition between national and sub national institutions due to the limited spectrum of revenue sources. This has not contributed to enhancing the complementary nature of the relationships or linkages.

e) **Cooperation;** National and lower level institutions structures and operations take into consideration the different mandate of each of its institutions and the importance of the need to cooperate with each other instead of working in isolation. Cooperation occurs not just internally within a given function or discipline (e.g. research or management) but across other functions and other sectors (e.g. health, agriculture and education, etc.). Documented evidence indicated that there was cooperation between national and sub national institutions.

f) **Coordination facilitation;** a key feature of LVFO national and lower level institutions operations is the need for coordination of efforts of all players. Sector MDAs are required to play this role although effective coordination is reported to be wanting in all the partner states.

g) **Relationship building;** National and lower level institutions are also required to facilitate the establishment and maintenance of healthy relationships as well as with other key institutions.

Key challenges highlighted in studies like the functional and institutional analysis included:-

a) Limited time and resources to facilitate effective institutionalization of linkage relationships;

b) Poor accountability and transparency, the lower level institutions do not always hold the higher level institutions to account;

c) Weak capacities of duty bearers at both levels that have negatively impacted on the quality of interaction or linkage;

d) Limited/Inadequate appreciation of the roles and responsibilities of institutions;

e) Limited institutionalization of relationships; and

f) Problematic communication and information sharing.

2.4 Functional Analysis

There are several functions that the LVFO convention spells out in the first chapter, article 2, that can be summarized as follows:-

a) Management;
b) Research;
c) Communication;
d) Human Resource Development;
e) Coordination;
f) Dissemination;
g) Resource Mobilization; and
h) Advisory.

LVFO functions have both a regional and national dimension. In this regard, issues to do with collaboration, harmonization, coordination and communication are within the ambit of the secretariat while those in the realm of policy development, review, implementation, enforcement, extension and monitoring among others are within national mandates. The higher level organs of the LVFO focus on decision making and providing strategic guidance as well as an oversight role.

Of the two functional analysis studies conducted in 2008, one focused on the Secretariat while the second focused on LVFO as an organization. The recommendations for the former that emerged included; the need for expanded establishment; options for Executive Secretary (ES) and Deputy Executive Secretary (DES) for example harmonizing contracting periods to facilitate institutional memory for seamless continuity and increasing number of the DES to 2. Others included remuneration review or harmonization with EAC Secretariat; establishment of a performance assessment system and reviewing or standardizing the allowances structure to be in harmony with EAC Secretariat.

The recommendations for the LVFO included need for focused function delineation, recruitment and staffing, merging functions and harmonizing relationships, consideration of the expanded remit, need for more sustainable funding, rationalization of working groups especially the management and research committee, improving and enhancing the LVFO/LVBC partnership linkages, private sector linkages, BMU participation and monitoring

Key issues that emerged for consideration included:-

a) Expansion of the LVFO remit (2 additional Partner States);
b) Expansion of geographical range to include all water bodies in the East African Community region;
c) Sub sectoral expansion – aquaculture and post-harvest;
d) Relationships with the other regional bodies (LVBC) i.e. scope for cooperation, communication and liaison arrangements, status of engagement with the "Club" also referred to as the Inter Agency Forum;
e) Relationship with private sector (national and regional associations) and that;
f) Functions should reflect distinction between what is core and what is project related.

In 2015, The NEPAD Planning and Coordination Committee supported the Organization to develop a strategy to align its mandate and functions with the Regional Economic Community (REC), the EAC. Proposals advanced included the following:

a) Transition in operational scope from 3 Lake Victoria Riparian States to all EAC Partner States;
b) Transition from capture fisheries of Lake Victoria to capture fisheries of the East African Community water bodies, aquaculture and fish trade;
c) Transition from Council of Ministers for fisheries to Sectoral Council of Ministers for Fisheries and aquaculture as an organ. The LVFO Council would cease to be the supreme organ of the Organization but would instead report to the Summit through the EAC Council of Ministers.
d) Transition from Policy Steering Committee (PSC) to Coordination Committee as an organ, composed of Chief Executive Officers of the Ministries dealing with fisheries and aquaculture matters in each of the Partner States or their representatives.
e) Transition from Executive Committee (EC) to the Senior Officials composed of heads of the departments responsible for Fisheries and Aquaculture management and the heads of the departments responsible for Fisheries and Aquaculture research in each of the Partner States, or their authorized representatives.

In addition, a number of activities were identified that included the following:-

a) Fast track review of the LVFO Convention to address new mandate and scope of operation;
b) Increase capacity of LVFO secretariat to coordinate and support implementation of national and regional fisheries governance reforms and investment planning;
c) Provide technical support to LVFO to engage into fisheries governance reforms that will generate increased wealth generation from the fisheries sector and consequently economic growths in the region.
d) Enhance support for exchange of information, knowledge and best practices on fisheries management in the region.
e) Partner States should consider options for fisheries reforms and strengthen their institutional arrangements in order to improve productivity of fisheries and aquaculture.
f) Partner States under the auspices of LVFO should harmonise the operations of various RFBs for which Partner States have multiple membership.
g) Develop a framework for regional collaborative fisheries management mechanism with other Regional Fisheries Bodies like LTA to remove duplication.

2.5 SWOT Analysis

A SWOT analysis revealed the following outcome:-

Table 1: SWOT Analysis

Strengths	Weaknesses
1. Organization is well established with a permanent secretariat which has ownership of the institution 2. Existing policy organs which are directly linked to EAC decision making organs and recognized by UN bodies 3. Ability to secure funding through strategic fund raising 4. Harmonized Systems and instruments 5. Institutions with skilled human resource and infrastructure 6. Modern infrastructure which includes, vessels (research and patrol), hatcheries, experimental fish ponds, well developed fish landing sites, fish quality laboratories 7. Repository of historical and current data and information in fisheries and aquaculture	1. Weak enforcement of fisheries regulations and lack of mechanisms to enforce compliance at national level 2. Uncompleted harmonization processes for policies, regulations and guidelines at regional level and this exacerbated by weak fisheries governance 3. Limited capacity building programs and limited knowledge and applications in aquaculture practices 4. Lack of resource mobilization strategies for funding fisheries programs 5. Poor communication strategies and limited collaboration and linkages 6. Limited research and extension linkages and the results are not implemented
Opportunities	**Threats**
1. Integration in EAC means that there are more human skills; more markets, and expansion of fisheries and aquaculture. 2. Organised fisher associations and industry and existing fisheries management regimes. 3. Abundant water resources with high fisheries and aquaculture potentials. 4. Growing market demand for white meat, which is also increased by a growing human population. 5. Growing awareness of potential of sector – through the media. 6. Resource mobilization strategies can be supported by the EAC and Development partners	1. The factors of lack of sustainable funding, political instability and adverse climate changes 2. Inadequate appreciation of the roles of LVFO by stakeholders 3. Increased human population growth which put pressure on the limited natural fisheries resources 4. High prevalence of HIV and AIDS among fishing communities; and 5. Unemployment fuelled by inadequate opportunities for alternative livelihoods amongst the fisher communities resulting into increased fishing pressure

Source: LVFO Strategic Planning Workshop 2015

2.6 Stakeholder Analysis

An analysis of different categories of the direct beneficiaries, primary stakeholders and secondary stakeholders revealed key stakeholders' issues (roles, interests, expectations etc.) presented hereafter.

a) **The Policy formulators;** These include the EAC Summit, EAC Council of Ministers, LVFO Council of Ministers and the Policy Steering Committee (Permanent and Principal Secretaries). In this category, there are also the Members of the respective Parliaments. These parties were involved in the formation of LVFO and they need to continue to strengthen the coordination and collaboration of policies and regulations. There is need to fast track the approval and harmonization of policies and regulations in this Sector as well as support fund raising initiatives from external donors and partners.

b) **LVFO Secretariat**; the role of the Secretariat has been to coordinate functions, programs and projects of LVFO Partner States. It ensures the effective implementation of institutional framework bodies like EAC regional Economic block, LVFO, BMUs/BMU associations and coordinating the National fish processing associations. They also initiate and monitor implementation of Policies, provide a forum for Partners States to harmonize fisheries management and research and communicate decisions from the EAC organs as well as report on the status and level of implementation to higher EAC organs. At the moment, the Secretariat is constrained by untimely feedback from implementing institutions and inadequate funding. There is need to put in place a system of accountability and rewards, effective communication and increased funding.

c) **Departments of Fisheries in Partner States;** these departments manage fisheries resources, engage in human capacity development, participate in the formulation of policies, regulations and guidelines. Whereas they would like to support sustainable utilization of the fisheries resources, enforcement of the policies, guidelines and regulations, employment and wealth creation, they are constrained by inadequate funding and inadequate knowledge and awareness, poor governance and open access policies. Lack of alternative livelihoods for fishers, fishing overcapacity and poor management of the value chain of the different fish species further compound this. Improving governance issues at all levels will address some of these constraints.

d) **Fish Industry;** in this category are Processors, Traders and Fish Farmers. The processors have formed national and regional associations and partnerships; they coordinate fishery self-monitoring at national and regional level. At the moment the synergies with fish farmers are rudimentary. They would like to access affordable fish feed and credit. They consider that the Fish Levy Trust once legalized will be of tremendous support to the industry. They expect that there would be fast-track harmonization of the required policies and fish farming guidelines and full implementation of strategies.

e) **Fisheries Research Institutes;** these stakeholders have carried out fisheries resources monitoring and research in the past, shared information from which management decisions are based and contributed to the harmonization of SOPs. Their interest is to ensure that they increase their capacity and ensure implementation of research results. To be able to do this, they will require adequate budget allocation, adequate financing and government commitments.

f) **Training Institutes;** These government institutions promote training and advisory programmes so as to build human resource capacity to increase levels of knowledge, skill and expertise in the public and private fisheries sub-sectors to sustainably increase levels of knowledge, skill and expertise throughout the entire fisheries sector for better decision making regarding management and development issues. They also strive to support new institutional arrangements in the fisheries sector taking into account the changing roles and functions of fisheries management and research institutions. To be able to do this,

they will require adequate budget allocation, adequate financing and government commitments.

g) **Beach Management Units;** The BMUs participate in co-management of the fisheries sector through advocacy promoting programs, policy communiqués and information flow as well as ensuring fish quality. They expect transparent governance systems and development of a key financing mechanism in the new SP. There is need to recognize Regional Beach Management Unit at EALA and possible assess to funding. This can be achieved with an establishment of the functional secretariat to follow this through.

h) **Local Government Authorities;** Benefits accruing from the fishery include increased nutrition, food security, employment and revenues for complimentary management. However it is reported that the Local Government Authorities have been a weak collaborator and need to be strengthened as a caucus for trans-boundary fisheries to ensure effective and sustainable fisheries management. They would need increased budget allocation from the consolidated fund and Central Government oversight for this to be achieved

i) **Development Partners;** These include EU, NORAD, SIDA, CIDA, USAID, FAO, World Bank, ADB, AfDB, GEF, GLFC, IDRC- Canada, ICEDA, IDA, JICA, GIZ, Trade Mark (EA), World Fish Centre and AU-IBAR. They have facilitated implementation of plans through financial and technical support and capacity building. Their interest also lies in the sustainability of the fisheries resources and ecosystem management, research, data, governance, International relations, trade and partnerships. In the past, some of these relationships have not been well managed because of weak institutional arrangement, bad governance, inadequate political will and untenable conditionality. The organization recognizes this and needs to improve the governance structure and related systems as well as strengthen their negotiation skills.

j) **Non-Governmental Organizations;** These include IUCN, WWF, OSIENALA, EMEDO, GATSBY, Kilimo Trust and AMREF. They have supported capacity building, community mobilization, collaborations, partnerships, networking and advocacy. They are interested in the promotion of sustainable development, poverty eradication and improving livelihoods as well as prevention of HIV and AIDS. It has been noted that these organizations' interests are diverse and therefore recommended policies should be thoroughly reviewed to avoid contradictions, enhance harmony and coherence. There is need for LVFO to establish and institutionalize good governance structures, clear policy and regulatory frameworks on what support to receive, and well-defined development priorities before engaging these stakeholders.

LVFO Vision

"A competitive and sustainable fisheries and aquaculture industry in the East African Community"

3. Strategic Vision 1999 – 2015 Performance Assessment

The LVFO Strategic Vision covering the period 1999-2015 laid the foundation for its translation into a comprehensive action programme, aimed at establishing a common systems and resource management approach amongst the Contracting Parties in matters regarding Lake Victoria. The strategy was built around the harmonization of national measures of the Contracting Parties in so far as the Lake Victoria fisheries is concerned and was to be reviewed by the stakeholders every five years to evaluate performance achievement. The Strategic Vision spelt out action programmes for the period 1999-2015, and the period for its implementation. It emphasized the immediate and medium-term programmes aimed at promoting the Organization's vision statement among the stakeholders in the lake basin so that, together, they could start identifying and addressing issues, which affected the lake and its fishery. This approach gave the Organization a clear identity in assuming the leadership role in eventually embracing a holistic total ecosystem management approach for the entire Lake Victoria basin for the benefit of East Africans and the world at large.

The Strategic Vision 1999-2015, hinged on an ecosystem concept with five specific Vision Statements. The specific Vision Statements were:-

(i) A Healthy Lake Victoria Ecosystem and Sustainable Resources;
(ii) Integrated Fisheries Management;
(iii) Co-ordinated Research Programmes;
(iv) Information Generation, Flow and Exchange and
(v) Institutional/Stakeholder Partnerships

Each of the Vision Statements had a set of objectives, milestones and activities that were to be carried out by the LVFO and their collaborators to achieve the desired outputs. The performance of the Strategic Vision implementation on the basis of data from LVFO periodic/annual performance reports is summarized as follows:-

Table 2: Performance Assessment of Strategic Vision 1999-2015

Vision Statements	LVFO Objectives	Milestone/target	Achievements
Vision Statement 1: A Healthy Lake Victoria Ecosystem	*Objective 1:* To conserve biodiversity through the rehabilitation of indigenous fish species, communities and their habitats	No further loss of native fish species and indicators in other trophic levels	It is reported that there has been 40% recovery of species composition. However, much as the mandate for a healthy Lake Victoria Ecosystem shifted to the Lake Victoria Basin Commission over the period of implementation of the Strategic Vision, to a large extent, the lake continues to face serious challenges with regards to pollutants and silt.
	Objective 2: To control noxious water weeds through integrated methods.	Lay down a strategy for continuous monitoring and control of water weeds infestation	LVFO has successfully managed to control the noxious waterweeds through integrated methods both mechanically and biologically over the last 15 years.

Vision Statements	LVFO Objectives	Milestone/target	Achievements
	Objective 3: To put in place control programmes for eutrophication and pollution in the lake	Complete an inventory of the major pollutants and toxins, recommend and report on appropriate control measures by 2003	LVFO has put in place control programmes for eutrophication and pollution in the lake and the periodic monitoring of pollutants and toxins is being done.
	Objective 4: To comprehend the dynamics of the lake ecosystem with a view to develop appropriate interventions to its ecological issues	Review of current programmes collecting data on the following by 2003 i. Siltation and turbidity, ii. Nutrient loading and cycling, iii. Eutrophication, iv. Pollution loading, v. Plankton assemblages and algal blooms, vi. Primary production rates, vii. Lake stratification and development of anoxia, viii. Lake microbial flora and their roles, ix. Food webs and trophic relations, x. Levels and extent of deforestation and production capacities of tree nurseries	a. LVFO has put in place control programmes for eutrophication and pollution in the lake and the periodic monitoring of pollutants and toxins is being done. b. LVFO has recorded 40% recovery of aquatic Species composition
	Objective 5: To improve the treatment of industrial and sewage effluents	Development of guidelines for Environmental Impact Assessment, monitoring, and mitigation measures for industries around the lake established by 2004	LVFO undertook studies on improvement of the treatment of industrial and sewage effluents on constructed wetlands. With the establishment of the LVBC, some of the activities were transferred to LVBC, under LVEMP II over the years.
	Objective 6: To facilitate the utilisation of the lake resources in order to provide sustainable economic benefits to society	a. Prepare a resource map for all the landing sites and breeding grounds for possible gazetting by 2001 b. Harmonised regional fisheries regulations by 2010	a. LVFO has raised public awareness, involved communities in planning, implementation and monitoring of fisheries programmes and activities. b. It has also established improved landings sites, developed Codes of Practice for fish handling, processing and marketing and undertook Geo reference mapping of landing sites. c. It has further harmonized national fisheries legislations, policies and regulations and also contributed to the development of the EAC SPS Volume III.
Vision Statement 2: Integrated Fisheries Management	*Objective 1*: To establish cooperation and collaborative links between and among partners to foster regional consensus on lake issues	a. Identify collaborators and partners in developing the integrated plan by 1999 b. Review the integrated fisheries management plan in 2005, 2010, and 2015	a. LVFO Partner States have become well integrated and have established co-operation and collaborative links to foster regional consensus on lake issues at different levels, ranging from regional structures, national management institutions down to grassroots BMUs. b. Declarations such as the 'Entebbe Declaration 2005', the 'Kampala Declaration 2009' and the Council

Vision Statements	LVFO Objectives	Milestone/target	Achievements
			of Ministers pronouncements articulate major consensus points intended to initiate actions as appropriate, to ensure that the rich fisheries resources of Lake Victoria are managed sustainably for the benefit of the current and future generations. c. LVFO also formulated and implemented the Integrated Fisheries Management Plan (IFMP) I measures. The main focus of IFMP I was to support MCS, promote community participation in management of fisheries resources, monitor the resources, environment and socio-economic factors of the fishery, providing information and databases to guide management decisions, providing appropriate policies, laws, regulations for management of fishery resources and the fish habitat and building the capacity to implement these activities nationally and regionally. d. The Fisheries Management Plan (FMP) 1 was reviewed and updated through a participatory process in 2008 resulting into a new plan, the Fisheries Management Plan 2 (FMP2) that covered the period 2009 to 2014.
	Objective 2: To involve the riparian communities in the formulation and enforcement of fisheries laws, monitoring, extension, data collection, establishment of information systems and in other aspects of fisheries management	Set up National Committees to serve as a forum for consultation, co-ordination and information on the lake by 1999	a. Over the last 15 years, LVFO has managed to carry out lake wide operations, involving the establishment of co-management mechanisms with riparian communities in the formulation and enforcement of fisheries laws, monitoring, extension, data collection and the establishment of information systems and also in other aspects of fisheries management. b. At least 800 legally empowered BMUs have been established on Lake Victoria, with agreed locations of gazetted landing sites and with National Fisheries Management structures in each Partner State.

Vision Statements	LVFO Objectives	Milestone/target	Achievements
	Objective 3: To review and harmonise national fisheries legislation including other relevant measures into regional measures.	a. Report on harmonisation of fisheries laws by 2002 b. Harmonised regional fisheries regulations by 2010 c. Supplementary Code of conduct for responsible fisheries for Lake Victoria written by 2001	a. The LVFO continued to harmonize, coordinate and implement measures aimed at promoting sustainable use of fisheries resources of Lake Victoria. b. In 2004, the LVFO Council of Ministers adopted an LVFO Regional Plan of Action to prevent, deter and eliminate, Illegal, Unreported and Unregulated fishing (RPOA-IUU) on Lake Victoria. c. The RPOA supports the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and links directly to the International Plan of Action on IUU fishing (IPOA–IUU) agreed by the FAO member states. d. The RPOA contains agreed measures to prevent, deter and eliminate illegal fishing on Lake Victoria, including actions to license and register fishing vessels, strengthen law enforcement on the lake, promote community participation in fisheries through Beach Management Units and implement a series of technical measures designed to ensure sustainable fisheries, including a minimum mesh size for gill nets, slot size for Nile perch and minimum size for tilapia. e. A series of guidelines and strategies, including the Harmonised BMU Guidelines, the Monitoring Control and Surveillance (MCS) Strategy and the Regional Strategy and Action Plan for HIV/AIDS in fishing communities of Lake Victoria have been developed to provide essential guidance for regional approaches in key areas of fisheries management and social development.
	Objective 4: To ensure acceptable fish quality standards both for local consumption and fish export market and trade	Continuous monitoring of compliance to agreed management decisions	a. LVFO has continued to guarantee quality and safety of fish and fishery products for export. For instance, 17 landing sites were developed and there was an increase in the number of fish quality and safety facilitates at the landing sites e.g. pontoons/jetties from 96 to 113 (17.7%) between 2010 and 2012, cold rooms (working) 7 to 15 (114.3%), fish stores 69 to 106 (53.6%), drying racks 128 to 165 (28.9%), a

Vision Statements	LVFO Objectives	Milestone/target	Achievements
			significantly positive trend towards improving fish quality and safety.
	Objective 5: To adhere to fisheries regulations and stipulated management decisions	a. Audit stock enhancement of indigenous fish species by 2006 b. Inventory of different types and numbers of fishing gears by 2000 c. Harmonised fisheries statistics collection methods by the year 2005 d. Report on indigenous knowledge by 2000 e. Prevention of encroachment of communities to breeding grounds by 2001	a. LVFO Institutions participated in the Monitoring, Control and Surveillance (MCS) activities implemented under IFMP and Smart-Fish Projects. b. MCS is used as a tool to measure the effectiveness of the management measures in place. c. Partner States were asked to direct more resources to MCS at national level as a follow-up on the initiatives started under these projects.
	Objective 6: To establish sustainable funding for fisheries management, research and development activities.	a. Establishment of sustainable funding mechanism for fisheries management by 2005 b. Establishment of National Fish Levy Trust Funds by 2004 c. Development of sustainable aquaculture in the Lake Victoria basin by 2003	a. LVFO commissioned a study on resource gaps analysis for the Organization. The study was to assist LVFO prepare for resource mobilization endeavours by establishing clear support programmes which were gaps-based, covering four areas i.e. Institutional support to LVFO for increased mandate and scope as directed by EAC Council of Ministers; Support towards species specific management plans for Nile Perch and Dagaa; b. Support towards value chain rationalisation for regional and international trade in fish and fishery products; and Support towards developing a profitable science based aquaculture/ fish farming in the Lake Victoria Basin (LVB). The Council of Ministers (CoM) directed that LVFO promotes aquaculture development in addition to other sources of livelihood. Under the directive of the CoM, an aquaculture regional Working Group was formed to spearhead the development of aquaculture in Lake Victoria region and has developed standard operating manuals for pond and cage cultures and an investment plan for aquaculture has been developed with support from FAO.
	Objective 7: To enhance capacities of existing institutions and facilitate training at different levels	Annual regional workshops of stakeholders to review issues impacting on the lake	a. LVFO supported and facilitated several training workshops, seminars and community extension services at regional, national and local levels to build capacity of the existing institutions and stakeholders on different aspects of

Vision Statements	LVFO Objectives	Milestone/target	Achievements
			fisheries management and development in the Lake Victoria basin.
	Objective 8: To promote the LVFO as a regional body responsible for fisheries management of Lake Victoria	Conduct national and regional workshops, seminars and training on various aspects of fisheries regulations, monitoring and enforcement, data collection, and leadership, communication and business skills etc. from 1999 – 2015	b. Several regional, national and local workshops and seminars were conducted on fisheries issues and to disseminate information through the mass media and publications. A number of technical documents, including Standard Operating Procedures (SOPs), Guidelines, Manuals and Strategies were published. These include the Guidelines of Beach Management Units (BMUs) on Lake Victoria; HIV/AIDS in fishing communities: A Strategy and Action Plan; SOPs for Collecting Biological information from the fishes of Lake Victoria; SOPs for Trawl Surveys; BMU Fish Handling Trainers Manual and; the LVFO Regional Plan of Action (RPOA) for Management of Fishing Capacity in Lake Victoria in collaboration with FAO.
	Objective 9: To replace the existing open access to the fishery with a "controlled system	Institute a mechanism of a "controlled system" on the lake by 2005	The review of the open access policy to fisheries on Lake Victoria so as to institute a mechanism of a "controlled system" is still on-going.
Vision Statement 3: Institutional / Stakeholder Partnerships	*Objective 1:* To establish international, regional, national and local partnerships with other organizations and groups, and other stakeholders for the integrated management of Lake Victoria.	Establish local, national, regional and international partnerships to include partnerships between researchers, policy and decision makers, industrialists, fisher folk and other stake holders from 1999 – 2015	A number of International and Local Partnerships have been established for the integrated management of Lake Victoria. LVFO also established Sectoral committees, contributed and participated in the development of the EA Food Action Plan and the Environment Plan for control of alien species.
	Objective 2: To create a mechanism among the institutional/stakeholder partnerships that allows free information flow	Development of a communication and networking strategy for the lake by 2005	A number of promotional materials were produced as part of the IFMP implementation and widely distributed to promote the profile of LVFO, its activities and results at regional and national levels, including T-shirts, caps, brochures, posters, calendars and Christmas Cards. Key images were also displayed on billboards at fish landings and newspaper articles published in the region. LVFO has developed a draft communication strategy that is to facilitate free information flow over the years to come.

Vision Statements	LVFO Objectives	Milestone/target	Achievements
	Objective 3: To provide a forum and create participatory mechanisms for involving stakeholders in setting research agenda	Two consultative meetings with the East African Co-operation each year in 1999-2015	Several regional stakeholder meetings were held to disseminate research information, offer extension services and to seek demand driven research agenda.
	Objective 4: To encourage and support the establishment and operations of national and regional fisher folk organizations in conformity with national government arrangements.	Regular, national and regional consultative meetings and workshops with fisher folk, experts, and other stakeholders including Non-Government Organizations (NGOs) and Community-Based Organizations (CBOs) 1999 – 2015	Beach Management Units were established around Lake Victoria. BMUs are legally-recognized fisheries management organizations, registered with the Fisheries Departments of each Partner State which integrate the interests of all community stakeholders, especially those men and women in the poorer sections of rural communities in the participatory management of the fisheries resources of the lake. Intensive trainings for the BMU personnel were also undertake to build their capacity.
Vision Statement 4: Co-ordinated Research Programmes	*Objective 1*: To acquire knowledge to lay a scientific basis for integrated management of Lake Victoria.	a. Inventory on the status of the flora and fauna of the lake and its wetlands by 2003 b. Inventory on limnological status of the lake by 2005 c. Avail information on status of fish stocks and the biology of the fish species by 2003	LVFO has established an active data bank on scientific information on fisheries resources in the Lake Victoria Basin, produced research papers, strengthened existing information and database. It also conducted extensive survey of flora and fauna and limnological aspects of the lake. In addition, LVFO has been availing information on the status of fish stocks and the biology of fish species annually through specialized Regional Working Groups which include Hydro acoustic, CAS, Frame Survey and Stock Assessment
	Objective 2: To build capacity of research institutions to enable them to scientifically address the lake issues better.	a. Build capacity of institutions involved in research on the lake 1999 – 2015 b. Establishment of staff requirements by 2000 c. Establishment of training needs by 2001 d. Conduct workshops to review research findings annually 1999 - 2015 e. Conduct an International Conference every three years, 1999, 2003, 2006, 2009, 2012, 2015 f. Training of fisher folk, scientists and technologists conducting research and on the lake between 1999 –2005	Training of scientists and technicians at different levels (including PhD and MSc) were conducted and the capacity of institutions involved in research on Lake Victoria built in terms of provision of research vessels, offices and laboratory equipment and reagents, vehicles In addition, several national, regional and international conferences were held in which scientists from the region had the chance to present scientific information to guide the management of Lake Victoria fisheries
	Objective 3: To harmonise the relevant agencies in the region to ensure continued provisions of fish quality products for the external and local markets	Production of safe fish products for local and the export market by 2001	The organization in collaboration with national competent authorities ensured continual access of fish and fishery products to local, regional and international markets

Vision Statements	LVFO Objectives	Milestone/target	Achievements
	Objective 4: To develop fish quality assurance standards and codes of practice for fish handling, processing and marketing.	Codes of practice for fish handling, processing, and marketing developed by 2001	Fish quality assurance standards and codes of practice for fish handling, processing and marketing have been developed, including the development of 17 fish landing sites around the lake to improve the quality of fish and fish products.
Vision Statement 5: Information generation, flow and exchange	*Objective 1:* To establish common data standards; shared databases; coordinated/joint data collection, analysis and information network for the lake	a. Establishment of a computerised network at Jinja linking other stakeholders and collaborators by 2004 b. Installation of communication facilities at the LVFO Secretariat headquarters and set up the regional web site at Jinja by 2010 c. Strengthen Management Information Systems (MIS) including Decision Support Systems (DSS) for the Lake by 2006 d. Relevant literature on the Lake from 1948 to present should be obtained and library collections developed by 2010 e. Harmonized data bases on Lake Victoria	a. LVFO currently also serves as a clearing-house and data bank for information of Lake Victoria fisheries including the promotion and dissemination of information. A substantial amount of resources has been applied to the collection of fisheries data on Lake Victoria, providing the necessary information to undertake stock assessments. b. A functional, coordinated lake-wide data processing, handling and cataloguing system has been developed with a centralised data repository at the LVFO Secretariat where the database system is designed to respond to this requirement for 7 of the thematic areas of the lake data collection that are supported by Standard Operating Procedures
	Objective 2: Institutional capacity building at the regional and national level of scientists, resource managers, librarians, documentarists, institutions, departments and other stakeholders to support a regional information network and capacities of riparian institutions	a. Establish a permanent working group to discuss fisheries statistical data by 2000 b. Organise workshops, seminars and short courses for managers, policy and decision makers, researchers and other stakeholders in 1999 – 2015 c. Information scientists, database managers, information/data technicians and researchers trained in information/data collection, analysis and management by 2000 – 2015	LVFO has established scientific data and information databases and an operational LVFO Website.
	Objective 3: To promote and publicize the LVFO activities among the stakeholders, the general public and international community as the permanent mechanism for the management of Lake Victoria	a. Publish the African Journal of Tropical Hydrobiology and Fisheries, regional newsletter(s), brochures and other publications from 1999 –2015 b. Promote and publicize the LVFO activities through the media, and the institutional/stakeholders network by 2003	LVFO produced the African Journal of Tropical Hydrobiology and Fisheries and promotional materials to enhance visibility of LVFO. Furthermore, LVFO has conducted a number of outreach missions in Partner States to sensitize fishing communities on matter related to management and sustainability of fisheries resources

Sources; the LVFO Annual Report 2012-2013, LVFO Gap Analysis Report June 20112, IFMP exit strategy, and the LVFO Team Building and Strategic Review Workshop Report 2014 among others.

Key Strategic Issues

1. How does LVFO increase fish production? (*Fisheries Management and Development*);
2. How does LVFO enhance aquaculture development? (*Aquaculture Management and Development*);
3. How does LVFO ensure timely, innovative and demand driven research? (*Fisheries Resource Monitoring and Research*);
4. How does LVFO assure fish quality, safety, product development and marketing of fish and fish products? (*Trade and Marketing of Fish and Fishery Products*)
5. How does LVFO improve collaboration, networking and linkages for improved performance? (*Partnerships for Fisheries Management*);
6. How does LVFO put in place an effective knowledge management and information sharing platform for fish, fisheries and aquaculture products in the EAC? (*Knowledge Management and Information Sharing*);
7. How does LVFO improve its capacity and governance to enable it be a leading institution? (*Institutional Capacity and Governance*);
8. How does LVFO ensure sustainable funding for the execution of her functions? (*Financial Sustainability)*

4. SWOT Strategies

Over the strategic plan implementation period, LVFO will use its strengths to exploit opportunities while at the same time, overcome weaknesses to minimize threats. In order to tailor actions to the operating environment, the mapping of strengths, weaknesses, opportunities, threats and strategies revealed the following as shown in the table 3 below.

Table 3: Mapping of Strengths and Weaknesses to Opportunities and Threats

	Opportunities	**Threats**
	Use and invest strengths to take advantage of opportunities	Strengths are used to ward off threats so they don't undermine key goal achievement
Strengths	1. Raise adequate funding and mobilize resources for fisheries programs 2. Harmonize and implement regional policies, plans, legislations, standards and guidelines	1. Improve Governance structures and enhance Institutional capacity for increased mandate and scope 2. Promote sustainable and climate smart commercial aquaculture development
	Take advantage of opportunities by overcoming weaknesses or rendering them irrelevant	Overcome threats by minimizing weaknesses and avoiding threats
Weaknesses	1. Strengthen Monitoring, Control and Surveillance (MCS) on all the water bodies 2. Disseminate scientific information for conservation, sustainable management and development of the fisheries resources	1. Enhance stakeholders partnerships in management of fisheries resources and increase visibility of LVFO in the EAC Region

Source: LVFO Strategic Planning Workshop 2015

5. The Strategy 2016 - 2020

The LVFO Strategic Plan 2016-2020 implementation aims at strengthening the LVFO Secretariat capacity for effective coordination, sustainable management of fisheries and the development of aquaculture in the EAC region. Strategic Plan implementation also anticipates enhanced LVFO's capacity to mobilize resources, improve visibility, facilitate full mainstreaming into EAC structures, as well as enhance its coordination role for sustainable management of fisheries and development of aquaculture in order to contribute to food security and economic growth in the region.

An assessment of the performance over the last 16 years and of the changed and changing operational environment, led to revision of the LVFO vision, mission, values and core principles to ensure alignment with the prevailing context.

5.1 LVFO Vision

The vision of LVFO is to have

> *"A Competitive and Sustainable Fisheries and Aquaculture Industry in the East African Community".*

5.2 LVFO Mission

The Mission of LVFO is

> ***"To promote Sustainable Management and Development of Fisheries & aquaculture in the East African Community for Food Security and Wealth creation".***

5.3 Values

The values of LVFO are:-

a) Professionalism;
b) Accountability;
c) Transparency;
d) Teamwork;
e) Unity in Diversity;
f) Allegiance to EAC ideals.

5.4 Core Principles

The EAC Treaty principles including those relevant to LVFO provide guidance on the Partner States operations. These are:-

a) Equitable and reasonable utilization of fisheries resources;
b) Sustainable development of the fisheries and aquaculture sector

c) Prevention of harm proactively, whereby Partner States shall individually and jointly take all appropriate measures to prevent environmental harm rather than attempting to repair it after it has occurred;

d) Each Partner State shall take the necessary measures to prevent environmental degradation from threats of serious or irreversible harm to the environment, despite lack of full scientific certainty regarding the nature and extent of the threat;

e) Public participation whereby decisions about a project or policy take into account stakeholders views;

f) Prevention, minimization and control of pollution of watercourses so as to minimize adverse effects on fresh water resources and their ecosystems including fish and other aquatic species and on human health;

g) Protection and preservation of the ecosystems of international watercourses whereby ecosystems are treated as units, all of whose components are necessary to their proper functioning and that they be protected and preserved to the extent possible;

h) Community of interests in an international watercourse whereby all States sharing an international watercourse system have an interest in the unitary whole of the system.

6. Strategic Issues

The development context that has grounded derivation of the strategic issues revolves around equity, poverty reduction, economic efficiency, selfsufficiency, stability and capacity building. The pertinent questions and strategic issues that the Strategic Plan 2016 – 2020 intends to address are as follows.

a) How does LVFO increase fish production? (*Fisheries Management and Development*);

b) How does LVFO enhance aquaculture development? (*Aquaculture Management and Development);*

c) How does LVFO ensure timely, innovative and demand driven research? (*Fisheries Resource Monitoring and Research);*

d) How does LVFO assure fish quality, safety, product development and marketing of fish and fish products? (*Trade and Marketing of Fish and Fishery Products)*

e) How does LVFO improve collaboration, networking and linkages for improved performance? (*Partnerships for Fisheries Management);*

f) How does LVFO put in place an effective knowledge management and information sharing platform for fish, fisheries and aquaculture products in the EAC? (*Knowledge Management and Information Sharing);*

g) How does LVFO improve its capacity and governance to enable it be a leading institution? (*Institutional Capacity and Governance);*

h) How does LVFO ensure sustainable funding for the execution of her functions? (*Financial Sustainability).*

6.1 Relating to Fisheries Management and Development

a) How can LVFO improve Partners States implementation frameworks and enforcement of the harmonized legislations, policies and regulations?

b) How can LVFO set up a committed and regular regional forum for fisheries stakeholders to discuss lake wide issues?

c) What systems and guidelines when put in place could reduce the decline in fisheries resources?

d) How can LVFO use the organized fisher associations and fish industry to improve the enforcement of fisheries regulations to prevent resource depletion?

e) How can LVFO ensure compliance and adherence to fisheries regulations and stipulated management decisions?

f) How can LVFO address poor standards for fish and fish products for the local market?

g) What phased approach when put in place will enable completion of the harmonization of policies, regulations and guidelines at regional levels?

h) How can LVFO maintain the stocks of Nile Perch that are currently under increased fishing pressure due to increased demand for fish?

i) How can LVFO integrate the existing open access laws, policies and regulations to transform the fishery into a "controlled system?

6.2 Relating to Aquaculture Management and Development

a) How can LVFO spearhead sustainable development of aquaculture in the region to meet the increasing fish demand?

b) What legal framework improvements would trigger increased private investment in aquaculture development?

c) How can LVFO ensure the availability of quality seeds and feed to meet the demand in aquaculture production?

d) How can LVFO improve the performance of the farmed fish species?

e) How can LVFO manage and conserve the genetic resources used for aquaculture?

f) How can LVFO address the issue of underdeveloped technology and skills in the Aquaculture sector?

g) How can LVFO address the limited funding for aquaculture development?

6.3 Relating to Fisheries Resource Monitoring and Research

a) How can LVFO ensure continuous monitoring to obtain information on the status of stocks, fish catches, fishing effort, consumption trends and exports to update indicators required to guide fisheries management?

b) What investment in research and extension linkages could enable the organization to support the growing population?

c) How can LVFO improve coordination of research programmes to acquire sound scientific information?

d) How can LVFO achieve more effective linkages and coordination between fisheries, aquaculture research and extension services?

e) How can LVFO use existing technologies to collect and disseminate data?

6.4 Relating to Trade and Marketing of Fish and Fishery Products

a) How can LVFO enhance the improvement of fish quality, reduction of post-harvest loses, and value addition for fish and fishery products?

b) How can LVFO ensure compliance to the regional and international fish quality and safety standards?

c) How can LVFO coordinate and monitor the establishment and compliance for traceability and Eco labeling systems and requirements?

6.5 Relating to Partnerships for Fisheries Management

a) How can LVFO ensure effective implementation of agreed stakeholder decisions?

b) How can LVFO use the existing skilled resource to train all stakeholders in fisheries management?

c) Which stakeholders must we engage as a matter of priority to increase understanding and appreciation of the roles of LVFO?

d) What collaborations and linkages are required with other organizations to manage cross cutting issues like climate change and HIV?

6.6 Relating to Knowledge management and information sharing

a) What does LVFO need to modernize and secure the repository for fish, fisheries and aquaculture products' data?

b) What communication strategies will LVFO put in place to increase the awareness of the potential of the sector?

c) What will LVFO need to put in place to ensure and increase visibility?

d) How can LVFO fast track the approval and implementation of information and communication strategy?

e) How can LVFO establish and operationalize effective protocols for information sharing in the region?

6.7 Relating to Institutional Capacity and Governance

a) What are the institutional structures and human capacities required for LVFO to undertake the widened scope and mandate as a technical arm of the EAC in fisheries and aquaculture?

b) What systems and processes does LVFO need to put in place to ensure policies harmonization and implementation of agreed decisions?

c) How can LVFO ensure the co-management institutions share experience and knowledge to improve compliance to fisheries regulations?

d) How can LVFO ensure sustainable funding for the implementation of agreed measures and interventions?

e) How can LVFO address the matter of poor remuneration for scientists within the region that has led to brain drain?

6.8 Relating to Financial Sustainability

a) What strategies does LVFO need to put in place to raise funds and to mobilize resources for fisheries programs?

b) How will LVFO ensure that Partner States remit country contributions in a timely manner?

7. Strategic objectives, outputs, outcomes and actions

Elaboration of the eight strategic issues entails description of relevant objectives with strategic actions, outputs and outcomes as presented in the table 4.

Table 4: Objectives, Outputs, Outcomes and Strategic Actions

Strategic Issue 1	***Fisheries Management and Development***	
Objective 1.1 *To strengthen Monitoring, Control and Surveillance systems("MCS") on all the water bodies in the EAC by 2019*		
Outputs	**Outcomes**	**Strategies/strategic actions**
Framework for fisheries enforcement developed and implemented	Strengthened MCS	Review and implement the regional action plan for reduction of fisheries related malpractices
		Enhance the human and infrastructural capacity of MCS
		Establish and implement a harmonized MCS system
Framework for management of fishing capacity developed and implemented	Controlled access to fisheries at the EAC region	Develop and implement Regional guidelines or framework on fisheries licensing.
		Establish user rights-based management systems - (control of open access)
		Strengthen BMUs and BMU network operations
Objective 1.2 *To harmonize and implement regional policies, plans, legislations, standards and guidelines*		
Output	**Outcome**	**Strategies/strategic actions**
Policies, plans, legislations, standards and guidelines harmonized	Increased coherence in and complementarity in the implementation of policies, plans, legislations, standards and guidelines	Develop and implement standards for local market and farmed fish
		Harmonization of regional policies, legislations, standards and guidelines
National policies, plans, legislations, standards and guidelines reviewed and monitored	Increasingly effective monitoring of review processes More informed decisions making	Develop plan for monitoring national policy review processes
		Implement plan and provide periodic feedback to Partner States
Objective 1.3 *To Strengthen institutions and institutional processes for development and management of fisheries resources of Lake Victoria*		
Output	**Outcome**	**Strategies/strategic actions**
Capacity building of fisheries stakeholders (e.g. BMUs, producer and marketing organizations) conducted	Stakeholders informed and play active role in management of resources	Develop training and mentoring modules and organize training and mentoring Programs
		Conduct awareness programs on agreed management measures
BMU Guidelines and Operational procedures reviewed	Reviewed processes monitored	a) Develop criteria to evaluate the performance of BMUs b) Review the formation and membership of BMUs

Strategic Issue 2: ***Aquaculture Management and Development***		
Objective 2.1 *To promote sustainable and environmentally smart commercial aquaculture development by 2020*		
Output	**Outcomes**	**Strategies/strategic actions**
Investments in aquaculture development infrastructure along the value chain promoted	Organised and well-coordinated production systems and cooperatives	Promote Public Private Partnerships (PPP) in fish seed and feed production
		Conduct a feasibility study on business and investment opportunities in aquaculture value chain in the EAC region
		Organize a regional investment forum in aquaculture
Implementation of aquaculture development policies, guidelines and Legal Frameworks harmonized	Harmonised Aquaculture Guidelines and Legal frameworks	Develop and implement Standard Operating Procedures
		Harmonize Aquaculture Guidelines and Legal frameworks
		Develop guidelines for the PPP in fish seed and feed production
Objective 2.2 *To promote aquaculture business management*		
Framework for aquaculture development developed and implemented	Increased aquaculture investments and development	Identification and mapping of suitable aquaculture areas and Aquaculture Enterprises
		Promotion of aquaculture
		Support the private sector to produce quality seed and feed
		Support government Institutions to take lead in aquaculture technology development and dissemination
Objective 2.3 *To coordinate and streamline aquaculture training and extension services*		
Framework for quality assurance developed and implemented	Quality assurance enhanced	Develop and implement framework for quality assurance
		Harmonize guidelines for certification of service providers
Harmonised delivery of aquaculture extension services	Knowledgeable and skilled aquaculture famers	Identify best practice for training
		Train fish farmers on modern fish farming methods (Cage culture and pond culture) including fish farming management, processing and post harvesting loss management

Strategic Issue 3: *Fisheries Resource Monitoring and Research*		
Objective 3.1 *To conduct timely, demand driven and innovative research programmes on fisheries in East Africa*		
Output	**Outcomes**	**Strategies/strategic actions**
Frame, Catch, Gillnet, Trawl, hydro-acoustics and Fish Biology Surveys conducted	Timely, demand-driven and innovative fisheries research and extension services in EAC region	Build capacity for data collection, analysis and dissemination
		Establish and support regular national and regional fora for developing research agenda
		Support regular resource, environmental and socio-economic monitoring and research programs
		Determine and map critical habitats for fish survival and for biodiversity conservation
Systems and processes to guide research development and planning established	Systems and processes increasingly guiding research development and planning	Develop participatory processes to guide research development and planning
		Review and update Standard Operation Procedures and databases for Hydro acoustic, CAS, Aquaculture and Frame Survey
Objective 3.2 *To disseminate research output for effective development of the fisheries sector in the EAC*		
Mechanisms for provision and dissemination of scientific information for conservation, management and development of the fisheries resources established	Research results published, disseminated and implemented in a timely manner	Maintain the website of African Journal of Tropical Hydrobiology and Fisheries
		Establish an editorial office for African Journal of Tropical Hydrobiology and Fisheries
		Organize biennial scientific fora
Objective 3.3 *Strengthening capacity in fisheries and aquaculture data and information sharing in Partner States*		
Statistical Bulletin for Fisheries and Aquaculture produced annually	Fisheries and Aquaculture data disseminated and used for fisheries management and development	Develop format for regional fisheries data synthesis
		Produce Annual Statistical Bulletin and disseminate through appropriate media

Strategic Issue 4: ***Trade and Marketing of Fish and Fishery Products***		
Goal 4.1. *Promote fish quality, safety, product development and marketing of fish and fishery products*		
Output	**Outcome**	**Strategies/Strategic Actions**
Policies, plan legislations, standards, and guidelines for regional and international markets harmonized	Increased compliance to fish quality and safety standards and enhances value addition	Enforce code of practice on fish handling
		Implement fisheries management measures along the value chain
		Develop and implement standards for local market and farmed fish
Code of Practice for Fishing, Fish Handling and Processing on Lake Victoria established	Codes of practice for fish handling, processing and marketing implemented	Develop Fish Quality Assurance and Certification for Lake Victoria,
Development of value-added products Promoted	Value added products to more markets	Conduct training on product development and marketing

Strategic Issue 5	***Partnerships for Fisheries and Aquaculture Management***	
Objective 5.1 *To Enhance stakeholder partnership in management of fisheries and aquaculture management Engagement*		
Output	**Outcome**	**Strategies/strategic actions**
Stakeholder engagement and partnership program developed and implemented	Informed stakeholders and increased ownership and engagement by and of stakeholders	Develop an appropriate tool for identifying key fisheries stakeholders and partnerships
		Establish mechanisms that will provide a forum that will create participatory engagement among stakeholders for exchange and dissemination of fisheries information
		Developing targeted innovative and appropriate messages through policy briefs
LVFO activities promoted and publicized among stakeholders, the general public and international community	Increased visibility of the Organization	Conduct a baseline survey to establish the level of awareness of the LVFO as an organization
		Develop and implement a publicity campaign based on the findings from the survey
Objective 5.2 *To enhance stakeholders monitoring in management of fisheries resources*		
Output	**Outcome**	**Strategies/strategic actions**
Stakeholder monitoring structures that ensure implementation of agreed stakeholder decisions developed and utilized	Improved compliance to agreed management measures	Develop an appropriate tool for technical auditing at different levels

Strategic Issue 6	***Knowledge Management and Information Sharing***	
Objective 5.1 *To establish an effective clearing house and data bank for fish, fisheries and aquaculture products in the EAC*		
Output	**Outcome**	**Strategies/strategic actions**
Modern fisheries and aquaculture data and information centers established and maintained	Fisheries and Aquaculture easily available and accessible in the EAC region	Operationalize Data Centers in five Partner States and the Secretariat
		Refurbish the local and wide area networks
Fisheries and fish farming data base systems upgraded and maintained	Functional database systems	Upgrade data base systems
		Manage security soft ware
		Develop and maintain application systems for fisheries and aquaculture
Objective 6.2 *To increase visibility of LVFO in the EAC Region*		
LVFO research agenda and modalities for dissemination of fisheries information well set and established	Improved LVFO visibility amongst Stakeholders	Developing targeted innovative and appropriate messages through policy briefs
		Develop and disseminate advocacy and visibility materials
		Develop and implement a stakeholder engagement and partnership program that creates participatory engagement with stakeholders
LVFO Communication Strategy developed and implemented	Effective and efficient communication amongst LVFO partners and stakeholders	Develop a 5- year communication strategy and plan
		Develop cross-functional communication systems
		Review and broaden information sharing channels with development partners
LVFO activities promoted and publicized among the stakeholders, the general public and international community	Increased visibility of the Organization	Conduct a baseline survey to establish the level of awareness of the LVFO as an organization
		Develop and implement a publicity campaign based on the findings from the survey

Strategic Issue 7	***Institutional Capacity and Governance***	
Objective 7.1 *To improve governance structures for development of fisheries*		
	Outcome	**Strategies/strategic actions**
Existing governance structures for integrated fisheries management reviewed and restructured to meet best practice level	Effective and efficient governance Structure	Review the existing governance structures
		Guide on the restructuring of the existing governance structures to suit the required need
		Strengthen the new governance structures
		Provide a forum for planning and information exchange
Effective governance framework for the development of responsible aquaculture established	Effective governance and communication systems for the fisheries and aquaculture sector in the EAC	Develop a governance framework through participatory mechanisms
		Develop and implement a communication plan for the governance framework
Objective 7.2 *To enhance institutional capacity for increased mandate and scope*		
Institutional capacity to support increased mandate and scope enhanced	Increased LVFO's Programs and projects	Establish capacity gaps (People, Processes and Tools) and recommend remedial measures
		Develop implementation plan to close these gaps

Strategic Issue 8	***Financial Sustainability***	
Objective 8.1 *To harmonize funding modalities for fisheries programs in East Africa*		
Output	**Outcome**	**Strategies/strategic actions**
Sustainable funding for fisheries activities identified	Fully funded LVFO Strategic Plan and fisheries programs	Identify the funding gap and prepare bankable program proposals for funding
		Organise donor conference to present focused program for funding for the 5-year period
Objective 8.2 *To mobilize and sustain adequate funding for fisheries programs in East Africa by 2020*		
Sources for sustainable fisheries funding diversified	Additional funding modalities in place	Fast track the establishment of the Fish Levy Trust Fund
		Identify taxable units and services and prepare policy paper
Stakeholder contribution to fisheries funding increased	Increased stakeholder buy in the sector	Conduct stakeholder consultations
		Train stakeholders in the new taxation policy
		Implement tax proposals

8. Implementation Arrangements

The operational framework for implementation of the strategic plan is bi-dimensional with one dimension focused on the institutional setup covering both identification of LVFO relevant institutions and stakeholders and definition of specific roles and responsibilities. The second dimension focuses on the financing arrangements for operationalization of the Strategic Plan.

8.1 Institutions and Stakeholder Roles and Responsibilities

In determining the institutional arrangement, mandates as well as capacities to deliver, influence identification of appropriate institutions. Another key consideration includes taking into account, the LVFO institutional structures necessary for effective implementation of the Strategic Plan and in this case, optimality or appropriateness of the current structure. In this regard it is recognized firstly that a reviewed structure derived from recommendations of the two functional analysis studies, may be a drawn out process and secondly that restructuring will necessarily impact on strategic plan implementation processes.

As mentioned earlier, the amendment of the LVFO convention is currently being undertaken and will be followed by other anticipated changes that include the expansion of the mandate of the organization (geographical- all East African water bodies and technical-aquaculture and post-harvest) depending on the agreements that will be made at the time. Against this background therefore, a reviewed institutional arrangement for implementation of the Strategic Plan in the short term will have to be within the framework of the current functions and structure. However, even before those significant changes occur, the strategic issue on institutional capacity and governance in the strategic plan 2016 -2020.provides for periodic reviews of the functions, structure and attendant institutional arrangements or modalities of LVFO in so much as they do not negatively impinge on the convention amendment processes.

Table 5: Stakeholders/Institutions Roles and Responsibilities

Stakeholders/institutions	Roles and responsibilities in the strategic plan 2016 - 2020
Policy Makers And Planners	Fast-track the approval and harmonization of policies and regulations in this Sector as well as support fund raising initiatives from external donors and partners. Lobby for increased funding to the organization from the national budgets.
LVFO Secretariat/EAC Secretariat	Put in place a system of accountability and rewards, effective communication and increased funding.
Departments of Fisheries	Support sustainable utilization of the fisheries resources, implementation of the policies, guidelines and enforcement of regulations, employment and wealth creation.
Fish Industry	Coordinate fishery self-monitoring at national/regional level and provide fisheries processing/export data.
Fisheries Research	Conduct demand driven research that supports sustainable fisheries management and disseminate research results.

Stakeholders/institutions	Roles and responsibilities in the strategic plan 2016 - 2020
Training Institutes	Ensure capacity building of the sector.
Beach Management Units	Promoting advocacy programs, policy communiqués and information flow as well as ensuring fish quality and participate in Frame and Catch Assessment Surveys.
Local Government Authorities	Support sustainable utilization of the fisheries resources, implementation of the policies, guidelines and enforcement of regulations, employment and wealth creation.
Development Partners/Donors	Financial and technical support and capacity building.
Non-Government Organizations	Provide oversight and compliment Public sector Fisheries service delivery through capacity building, collaboration, partnerships, networking and advocacy

Source: LVFO Stakeholders Strategic Planning Workshop 2015

8.2 The Medium Term Expenditure Framework (MTEF) as the Modality for financing the LVFO Strategic Plan

The Medium-Term Expenditure Framework (MTEF) embodies the preferred financing modality for the Strategic Plan operationalization, mainly because it balances what is affordable (aggregated) against policy priorities. The MTEF mechanism consists of a top down resource envelop as well as a bottom up estimation of current and medium term costs of operationalization of strategies. It matches these costs with available resources, usually within the context of annual budgeting processes. It is also preferred because it pays close attention to two critical criteria namely, fiscal sustainability and fiscal space. The two usually incorporate better in a multiyear rather than an annual budgeting framework.

9. Monitoring and Evaluation Modalities

9.1 Purpose

An important part of the Strategic Plan implementation process is monitoring, which entails taking a periodic and consistent look at plan execution while on the other hand evaluating progress necessitates a systematic and objective assessment of on-going or completed interventions or policies and the resulting impacts. In this regard, an effective mechanism for monitoring and evaluating the implementation of the Strategic Plan 2016-2020 will be important for reasons that include:-

a) Ensuring that the interventions being carried out conform to the plan;

b) Ensuring that the results being achieved are aligned with the set objectives;

c) Facilitate flagging and identification of challenges and opportunities and therefore gives an opportunity for all implementers to communicate how they are responding to those issues;

d) Providing regular information to all stakeholders on the progress of implementation to facilitate informed and timely decision making and continuous sharpening and focusing of strategies

e) Providing opportunity for demonstration of public accountability and transparency in the implementation of the regional projects and programs; and

f) Promoting learning, feedback and knowledge sharing on results and lessons learned among implementing Partners.

9.2 Monitoring the LVFO Strategic Plan implementation

The emphasis of the M&E system for the Strategic Plan will primarily be monitoring of outcomes and impact, processes, activities as well as outputs. Regular monitoring will focus on the following issues:-

a) Activities being implemented within set timelines and progress achieved;

b) The rate at which inputs (budgets, staffing and finances) are being used within agreed budget lines;

c) The extent to which the desired results are being achieved in relation to set targets; and d)

Assessment of project environment changes and the extent that identified assumptions and risks still hold after a defined period of implementation.

9.3 Systematic and timely reporting of implementation progress

During implementation of the Strategic Plan, the following key reports shall be regularly compiled:

a) *Bi-Annual Progress Report*; LVFO Secretariat shall prepare the bi-annual progress report in collaboration with the Partner States through LVFO organs and institutions. The report shall provide progress made in implementing the LVFO Strategic Plan.

b) *Annual Report*; The annual report shall provide information and data on the progress made in implementation of the LVFO Strategic Plan by all relevant stakeholders. The report will highlight the success stories, challenges encountered and innovative solutions to the challenges. It also highlights the priority programs for next year and strategies for maintaining and improving existing programs.

In order to create common standards in reporting, agreed formats in line with updated manuals would be adopted and used at different levels.

9.4 Evaluation of Strategic Plan

Evaluations will be conducted by way of systematic and objective assessment of ongoing or completed interventions, policies and the resulting impacts. The aim will be to determine the relevance, efficiency, effectiveness, impact and sustainability of the development interventions. Overall, evaluations will endeavor to explore the alignment of interventions and policies, change processes that support implementation of the development strategy.

Depending on the focus and timing, the following evaluations will be undertaken:-

a) *Ex-ante;* this evaluation will be carried out before the start to establish the baseline data for particular outcome indicators where base line information is available;

b) *Periodic Evaluation;* This type of evaluation will be carried out at regular intervals, e.g. annually. In the framework of the LVFO, the Mid-term Review of the implementation of the Strategy will constitute a periodic evaluation. Mid-term evaluations specifically target any project whose life span is at least three (3) years. Other types of evaluations categorized as periodic include: event-triggered evaluations in response to a particular event or set of conditions; request evaluations in response to an ad hoc request, by key decision makers in LVFO organs and

c) *Ex-post Evaluation;* This evaluation will be undertaken at the end of an intervention/ project or programme particularly focusing on the final results with the aim of providing input and lessons for future interventions. An Ex post evaluation will be carried out during the final year of the strategy to assess the impact and sustainability of the various interventions implemented.

9.5 Institutional Framework for Monitoring and Evaluating the Strategic Plan

The LVFO convention recognizes under article 16 that annual reports are a shared responsibility at different levels and by different stakeholders. It states:-

> ARTICLE XVI; Annual Report -- The Executive Secretary shall submit annually to the Contracting Parties a report on the discharge of the Organization's duties during the preceding year. The recommendations received by the Executive Committee from the committees, sub-committees and working groups during such year shall be appended to the annual report, along with an explanation of its response to each such recommendation.

The above framework shall therefore provide a mechanism for more effective and efficient monitoring, evaluating and reporting on progress of implementation of the LVFO Strategic Plan.

9.6 Monitoring and Evaluation Plan/Matrix

The implementation of the M&E mechanism will require the preparation of annual monitoring plans that provide a framework for tracking of the LVFO interventions from objectives (outcomes) to outputs and activities as indicated hereunder.

Table 6: Sample Annual Monitoring Plan Matrix

Hierarchy of Objectives	Performance indicators	Baseline	Responsibility for data collection, analysis and reporting	Reporting Timeframe	Report Recipients
Strategic Objectives				Annual	
Outcomes				Annual	
Outputs				Quarterly	

10. Logical Framework

Strategic Issue 1	***Fisheries Management and Development***		
Objective 1.1: *To Strengthen Monitoring, Control and Surveillance Systems (MCS) on all the Water Bodies in the EAC by 2020*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Framework for fisheries enforcement developed and implemented	Strengthened MCS	Review and implement Regional Action Plan for reduction of fisheries related malpractices	Percentage reduction in illegalities against baseline in 2015
		Enhance the human and infrastructural capacity of MCS	Number and skills of human resource Number and nature of equipment for MCS
		Establish and implement a harmonized MCS system	A harmonized MCS system in place
Framework for management of fishing capacity, quality assurance and trade developed and implemented	Controlled access to fisheries at the EAC region	Strengthen licensing as a control measure.	Licensing Standards developed and implemented
		Identify, map, gazette, develop guidelines for Protection of Critical Habitat	Guidelines for protection of Critical Habitat developed
		Strengthen BMUs and BMU network operations	Functional national and regional BMU networks in place
		Establish user rights-based management systems - (control of open access)	User rights-based management system in place
	Codes of practice for fish handling, processing and marketing implemented	Enforce code of practice on fish handling processing and marketing	Increased compliance to code of practice
		Implement fisheries management measures along the value chain	Performance of implementation against plan
Objective 1.2 *To Harmonize and Implement Regional Policies, Plans, Legislations, Standards and Guidelines*			
Policies, plans, legislations, standards and guidelines harmonized	Harmonized regional policies, regulations and standards	Develop and implement standards for local market and farmed fish	Number of standards developed and implemented
		Harmonization of regional policies, legislations, standards and guidelines	Number of Polices, laws standards and guidelines reviewed and implemented
National policies, plans, legislations, standards and guidelines reviewed and monitored	Increasingly effective monitoring of review processes.	Develop plan for monitoring national policy review processes.	Approved documented plan developed
		Implement plans and provide periodic feedback to Partner States.	Quarterly reports of implementation of national policy review processes

Objective 1.3: *To Strengthen institutions and Institutional Processes for Development and Management of Fisheries Resources of Lake Victoria*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Capacity building of fisheries stakeholders (e.g. BMUs, producer and marketing organizations) conducted	Stakeholders informed and play active role in management of resources	Develop training and mentoring modules and organize training and mentoring Programs	Number of training s conducted
		Conduct awareness programs on agreed management measures	Number of awareness programs conducted
BMU Guidelines and Operational procedures reviewed	Reviewed processes monitored	Develop criteria to evaluate the performance of BMUs	BMU compliance levels with guidelines
		Review the formation and membership of BMUs	Number of BMUs formed and Membership

Strategic Issue 2	***Aquaculture Management and Development***		
Objective 2.1: *To Promote Sustainable and Environmentally Smart Commercial Aquaculture Development by 2020*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Investments in aquaculture development infrastructure along the value chain promoted	Organised and well collaborated production and cooperatives	Promote Public Private Partnerships (PPP) in fish seed and feed production	PPP in place
		Conduct a feasibility study on business and investment opportunities in aquaculture value chain in the EAC region	Report on business and investment opportunities in aquaculture value chain in the EAC region in place
		Organize a regional investment forum in aquaculture	Investment fora report in place
Implementation of aquaculture development policies, guidelines and Legal Frameworks harmonized	Harmonised Aquaculture Guidelines and Legal frameworks	Develop and implement Standard Operating Procedures, Harmonized Aquaculture Guidelines and Legal frameworks	Documented, approved SOPs, policies and guidelines
		Harmonize Aquaculture Guidelines and Legal frameworks	Harmonized Aquaculture Guidelines and Legal frameworks in place
		Develop guidelines for the PPP in fish seed and feed production	Developed guidelines in place

Objective 2.2: *To Promote Aquaculture Business Management*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Framework for aquaculture development developed and implemented	Increased aquaculture investments and development.	Identification and mapping of suitable aquaculture areas and Aquaculture Enterprises	Documented map of areas and eligible entrepreneurs
		Promotion of aquaculture.	Documented communication strategy on promotion of aquaculture
		Support the private sector to produce quality seed and feed	Increased private sector participation seed and feed production

Objective 2.2: ***To Promote aquaculture business management***			
Fisheries marketing and trade. improved	Improved fisheries marketing and trade.	Train fish farmers on modern fish farming methods (Cage culture and pond culture) including fish farming management, processing and post harvesting loss	Number of Training and Manpower development courses conducted
		Develop and disseminate market information system	Established information system
		Support government Institutions to take lead in aquaculture technology development and dissemination	i. Advocacy program in place ii. Structures put in place to handle post-harvest losses

			iii. Increased aquaculture development in East Africa

Objective 2.3	***To Coordinate and Streamline Aquaculture Training and Extension Services***		
Outputs	**Outcomes**	**Activities**	**KPIs**
Framework for quality assurance developed and	Quality assurance enhanced	Develop and implement framework for quality assurance.	Documented framework for quality assurance
		Harmonize guidelines for certification of service providers	Harmonized guidelines
implemented Delivery of aquaculture extension services harmonised	Knowledgeable and skilled aquaculture farmers.	Identify best practice for training.	Catalogue of best practices identified in the Partner States
		Train fish farmers on modern fish farming methods (Cage culture and pond culture) including fish farming management, processing and post harvesting loss	Number of Training and Manpower development courses conducted

Strategic Issue 3	***Fisheries Resources Monitoring and Research***		
Objective 3.1 To *Conduct Timely, Demand Driven and innovative Research Programmes on Fisheries in East Africa from 2016-2020*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Frame, Catch, Gillnet, Trawl, hydro-acoustics and Fish Biology Surveys conducted	Timely, demand-driven and innovative fisheries research and extension services in EAC region	Build capacity for data collection, analysis and dissemination	Number and nature of trainings conducted Number of staff trained
		Establish and support regular national and regional fora for developing research agenda	Documented annual national and regional research agenda
Systems and processes to guide research development and planning established	Systems and processes increasingly guiding research development and planning	Develop participatory processes to guide research development and planning.	Bi-annual Frame and Catch Assessment Surveys conducted using updated Standard Operating Procedures
		Review and update Standard Operating Procedures and databases for Hydro acoustic, CAS, Aquaculture and Frame Survey	
Objective 3.2 ***To*** *Disseminate Research Output for Effective Development of Fisheries in the EAC*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Mechanisms for provision and dissemination of scientific information for conservation, management and development of the fisheries resources established	Research results published, disseminated and implemented in a timely manner	Maintain the website of African Journal of Tropical Hydrobiology and Fisheries	The website up and running
		Establish an editorial office for African Journal of Tropical Hydrobiology and Fisheries	Functional editorial office
		Organize biennial scientific fora	Reports on biennial scientific fora in place
Objective 3.3 Strengthening capacity in fisheries and aquaculture data and information sharing in Partner States			
Statistical Bulletin for Fisheries and	Fisheries and Aquaculture	Develop format for regional fisheries data synthesis	Regional data formats in place

Aquaculture produced annually	data disseminated and used for	Produce Annual Statistical Bulletin	Annual Statistical Bulletin in place

Strategic Issue 3	***Fisheries Resources Monitoring and Research***		
Objective 3.1 To *Conduct Timely, Demand Driven and innovative Research Programmes on Fisheries in East Africa from 2016-2020*			
Outputs	**Outcomes**	**Activities**	**KPIs**
	fisheries management and development		

Strategic Issue 4	***Trade and Marketing of Fish and Fisheries Products***		
Objective 4.1 *Promote Fish Quality, Safety, Product Development and Marketing of Fish and Fishery Products*			
Output	**Outcome**	**Strategies/strategic actions**	**KPIs**
Policies, plan legislations, standards, and guidelines for regional and international markets harmonized	Increased compliance to fish quality and safety standards and enhances value addition	Enforce code of practice on fish handling processing and marketing	Compliance to Code of Practice
		Implement fisheries management measures along the value chain	Number of measures implemented along value chain
		Develop and implement standards for local market and farmed fish	
Code of Practice for Fishing, Fish Handling and Processing on Lake Victoria established	Codes of practice for fish handling, processing and marketing implemented	Develop Fish Quality Assurance and Certification for Lake Victoria,	Quality assurance and certification mechanisms in place and effective
Development of value-added products promoted	Value added products to more markets	Conduct training on product development and marketing	Percent increment in value added products

Strategic Issue 5	***Partnerships for Fisheries and Aquaculture Management***		
Objective 5.1 *To increase Participatory Stakeholder Engagement in the EAC Region*			
Output	**Outcome**	**Strategies/strategic actions**	**KPIs**
Stakeholder engagement and partnership program developed and implemented	Increased participatory stakeholder engagements and fisheries information exchange	Develop an appropriate tool for identifying key fisheries stakeholders and partnerships	Key Stakeholders identified and partnership program developed
		Establish mechanisms that will provide a forum that will create participatory engagement among stakeholders for exchange and dissemination of fisheries information	Forum for stakeholder engagement established and operational Number of BMUs established
		Developing targeted innovative and appropriate messages through policy briefs	Policy briefs and communiqués distributed
Objective 5.2: *To Enhance Stakeholders Partnerships in Management of Fisheries Resources*			
Stakeholder monitoring structures that ensure	Satisfied stakeholders engaged in	Support the implementation and monitoring of stakeholder decisions	Key Stakeholders identified and partnership program developed

implementation of agreed stakeholder decisions developed and utilized	working partnerships	on the fisheries sector in the EAC region	
		Support mechanism for stakeholder coordination and feedback	Forum for stakeholder engagement established and operational Number of BMUs established

Strategic Issue 6	***Knowledge Management and Information Sharing***		
Objectives 6.1: *To establish an Excellent Clearing House and Data Bank for Fish, Fisheries and Aquaculture Products in the EAC*			
Outputs	**Outcomes**	**Activities**	**KPIs**
Modern fisheries and aquaculture data and information centers established and maintained	Fisheries and Aquaculture easily available and accessible in the EAC region	Operationalize Data Centers in five Partner States and the Secretariat	Functional repository
		Refurbish the local and wide area networks	
Fisheries and fish farming data base systems upgraded and maintained	Functional database systems	Upgrade data base systems	Functional database systems
		Manage security soft ware	
		Develop and maintain application systems for fisheries and aquaculture	
Objectives 6.2 *To Increase Visibility of LVFO in the EAC Region*			
LVFO research agenda and modalities for dissemination of fisheries information well set and established	Improved LVFO visibility amongst Stakeholders	Developing targeted innovative and appropriate messages through policy briefs	Number of messages developed and issued
		Develop and disseminate advocacy and visibility materials	Number of materials developed
		Develop and implement a stakeholder engagement and partnership program that creates participatory engagement with stakeholders	Implementation plan of stakeholder engagements
LVFO Communication Strategy developed and implemented	Effective and efficient communication amongst LVFO partners and stakeholders	Develop a 5- year communication strategy and plan	A 5-year plan developed and implemented
		Develop cross-functional communication systems	Cross- Functional communication system in place
		Review and broaden information sharing channels with development partners	Number of reports shared

Strategic Issue 7	***Institutional Capacity and Governance***		
Objective 7.1	*To Improve Governance Structures for Development of Fisheries*		
Outputs	**Outcomes**	**Activities**	**KPIs**
Existing governance structures for integrated fisheries management reviewed and	Effective and efficient governance Structure	Review the existing governance structures	Governance structure reviewed
		Guide on the restructuring of the existing governance	Governance analysis conducted and recommendations submitted

Strategic Issue 7	*Institutional Capacity and Governance*		
Objective 7.1	*To Improve Governance Structures for Development of Fisheries*		
Outputs	**Outcomes**	**Activities**	**KPIs**
restructured to meet best practice levels		structures to suit the required need	
		Strengthen the new governance structures	Program for planning and information exchange developed
		Provide a forum for planning and information exchange	
Effective governance framework for the development of responsible aquaculture established	Effective governance and communication systems for the fisheries and aquaculture sector in the EAC	Develop a governance framework through participatory mechanisms.	Governance framework developed and implemented.
		Develop and implement a communication plan for the governance framework.	Quarterly reports on communication and governance framework

Objectives 7.2	*To Enhance Institutional Capacity for Increased Mandate and Scope*		
Outputs	**Outcomes**	**Activities**	**KPIs**
Institutional capacity to support increased mandate and scope enhanced	More effective management of LVFO's, increased mandate, Programs and projects	Establish capacity gaps (People, Processes and Tools) and recommend remedial measures	Capacity Gaps identified and addressed
		Develop implementation plan to close these gaps	Bi-annual Reports of implementation of measures
		Promote exchange of information and best practices across the region	Information exchange platforms established

Strategic Issue 8	***Financial Sustainability***		
Objective 8.1	*To Harmonize Funding Modalities for Fisheries Programs in East Africa*		
Outputs	**Outcomes**	**Activities**	**KPIs**
Sustainable funding for fisheries activities identified	Fully funded LVFO Strategic Plan and fisheries programs	Identity the funding gap and prepare bankable program proposals for funding	Resource mobilisation strategy in place Bankable funding proposal documents prepared
		Organise donor conference to present focused program for funding for the 5-year period	Donor's Conference held
Objective 8.2	*To Mobilize and Sustain Adequate Funding for Fisheries Programmes in East Africa by 2020*		
Outputs	**Outcomes**	**Activities**	**KPIs**
Sources for sustainable fisheries funding diversified	Additional funding modalities in place	Fast track the establishment of the Fish Levy Trust Fund	Fish Levy Trust Fund in place and operational
		Identify taxable units and services and prepare policy paper	Policy paper implemented
Stakeholder contribution to fisheries funding increased	Increased stakeholder buy in the sector	Conduct stakeholder consultations	Number of stakeholder consultations
		Train stakeholders in the new taxation policy	Number of stakeholder aware and knowledgeable on new taxation policy
		Implement tax proposals	Percent increase in stakeholder contribution

11. Costing the Plan

Two important issues arise with respect to financing the strategic plan, firstly the indicative financial resource requirements for implementing the 5 year Strategic Plan have been estimated on the basis of the projections presented in the 4th EAC Development Strategy 2011-2016 which is likely to change on expiry of the strategy. Secondly, the determination of the share of thematic allocations was not arbitrary but a reflection of the priority accorded to each strategic issue during the strategic planning process.

Table 7: Five Year Indicative Costing in USD

Strategic Issue	Strategic Actions	Targets	USD (5 Year)	% Share
1. Integrated Fisheries Management	a) Develop and implement framework for fisheries enforcement b) Development and implementation of framework for management of fishing capacity, quality assurance and trade c) Improve fisheries business management, marketing and trade	i. Strengthened MCS ii. Harmonized regional policies, regulations and standards; iii. Reviewed processes monitored. iv. Controlled access to fisheries in the EAC region v. Codes of practice for fish handling, processing and marketing implemented	**30,000,000**	**25.5%**
2. Aquaculture Development	a) Establish harmonized policies, plans, legislations, standards and guidelines b) Promote investments in aquaculture development infrastructure along the value chain c) Harmonize and implement aquaculture development policies, guidelines and Legal Frameworks d) Develop and implement framework for aquaculture development e) Improve fisheries marketing and trade. f) Enhance quality assurance. g) Harmonise delivery of aquaculture extension services	i. Organised and well collaborated production and cooperatives ii. Harmonised Aquaculture Guidelines and Legal frameworks iii. Developed aquaculture framework. iv. Improved fisheries marketing and trade	**18,000,000**	**15.3%**
3. Fisheries Resources Monitoring and Research	a) Promote, coordinate ad conduct timely, demand-driven and innovative research and extension services b) Establish Systems and processes to guide research development and planning c) Establish mechanism for provision and dissemination of scientific information for conservation,	i. Frame, Catch, Gillnet, Trawl, hydro-acoustics and Fish Biology Surveys carried out ii. Research results published, disseminated and implemented in a timely manner iii. Established systems and processes.	**22,400,000**	**19.0%**

Strategic Issue	Strategic Actions	Targets	USD (5 Year)	% Share
	management and development of the fisheries resources			
4. Trade and Marketing of Fish and Fisheries products	a) Promote fish quality, safety, product development and marketing of fish and fishery products	i. Policies, plan legislations, standards, and guidelines for regional and international markets harmonized ii. Code of Practice for Fishing, Fish Handling and Processing on Lake Victoria established iii. Development of value-added products Promoted	**12,590,000**	**11.0%**
5. Partnership for Fisheries and Aquaculture management	a) Develop Stakeholder monitoring structures that will ensure implementation of agreed stakeholder decisions	i. Satisfied stakeholders	**4,000,000**	**3.2%**
6. Knowledge Management and Information Sharing	a) Operationalize data centres and Improve Wide/ Local Area Networks; b) Upgrade data base systems and security software; c) Develop and implement a stakeholder engagement and partnership program that will creates participatory engagement with stakeholders for setting research agenda and dissemination of fisheries information	i. Excellent data Clearing house and repository ; ii. Functional database systems	**16,500,000**	**14%**
7. Institutional capacity and Governance	a) Restructure the existing governance structures to best practice level b) Enhance institutional capacity to support increased mandate and scope	i. Effective and efficient governance structure ii. Increased LVFO projects and Programs	**9,000,000**	**8%**
8. Financial Sustainability	a) Sustainable funding for fisheries activities identified. b) Diversify sources for sustainable fisheries funding. c) Increase stakeholder contribution to fisheries funding	i. Fully funded LVFO Strategic Plan and fisheries program ii. Additional funding modalities in place. iii. Increased stakeholder contribution to fisheries funding	**5,300,000**	**4%**
TOTAL			**117,790,000**	**100.00%**

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