



**EAST AFRICAN COMMUNITY**  
LAKE VICTORIA FISHERIES ORGANIZATION  
SECRETARIAT



# **STRATEGIC PLAN**

**2021/22 – 2025/26**



*September, 2021*



*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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Dr. Shigalla B. Mahongo  
**EXECUTIVE SECRETARY**

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## LIST OF ABBREVIATIONS

AA	Aquaculture Association
ACP	African, Caribbean, and Pacific group of states
AFIPEK	The Kenya Fish Processors & Exporters Association
AU	African Union
AU-IBAR	African Union Inter-African Bureau for Animal Resources
BMUs	Beach Management Units
CCRF	Code of Conduct for Responsible Fisheries
CIDA	Canadian International Development Agency
CIFAA	Committee for Inland Fisheries and Aquaculture in Africa
CNDAPA	National Centre for the Development of Aquaculture and Artisanal Fisheries
COMESA	The Common Market for Eastern and Southern Africa
COREP	Regional Commission of Fisheries of Gulf of Guinea
CSO	Civil Society Organizations
DFO	District Fisheries Officers
DFR	Directorate of Fisheries Resources
DRC	Democratic Republic of Congo
EAC	East African Community
EAFO	East African Fisheries Organization
EAFPEA	East African Fisheries Processors and Exporters Association
EEZ	Exclusive Economic Zone
EMEDO	Environmental and Economic Development Organization
EU	European Union
FAO	Food and Agriculture Organization
FCWC	Fishery Committee for the West Central Gulf of Guinea
FETA	Fisheries Education and Training Agency
FGDs	focus group discussions
FMDA	Fisheries Management and Development Act
FMP	Fisheries Management Plan
FTI	Fisheries Training Institute
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IOC	Indian Ocean Commission
IUCN	International Union for Conservation of Nature
IUU	Illegal, Unreported, Unregulated
JICA	Japan International Cooperation Agency
KFS	Kenya Fisheries Service
KIIs	key informant interviews
KMFRI	Kenya Marine and Fisheries Research Institute
KRAs	Key Result Areas
LCBC	Lake Chad Basin Commission
LTA	Lake Tanganyika Authority
LVBC	Lake Victoria Basin Commission
LVFO	Lake Victoria Fisheries Organization

M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCS	Monitoring, Control and Surveillance
MLFD	Ministry of Livestock and Fisheries Development
MPRU	Marine Parks and Reserve Units
MSC	Marine Stewards Council
NaFIRRI	National Fisheries Resource Research Institute
NDPs	National Development Plans
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NPAs	National Partner States' Actions
NWGs	National Working Groups
OECD	The Organization for Economic Co-operation and Development
p <sup>H</sup>	Potential of hydrogen
RAMSAR	Wetlands of International Importance
RBMEL	Results-Based Monitoring, Evaluation, and Learning
RFMO	Regional Fisheries Management Organization
RMPS	Resource Mobilization and Partnerships Strategy
RPOA	Regional Plan of Action
RPOA-IUU	Regional Plan of Action- Illegal, Unreported, Unregulated
RWGs	Regional Working Groups
RWGs	Regional Working Groups
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
SOPs	Standard Operating Procedures
SRFC	Sub-Regional Fisheries Commission
SSF	Small-Scale Fisheries
SWOCs	Strengths, Weaknesses, Opportunities and Challenges
TAFIRI	Tanzania Fisheries Research Institute
TRUEFISH	EU-EAC Project for Promoting Aquaculture in the Lake Victoria basin
UFPEA	Uganda Fish Processors and Exporters Association
UN	United Nations
UNCTAD	The United Nations Conference on Trade and Development
UNWC	United Nations Watercourses Convention
USAID	United States Agency for International Development
WAFICOS	Walimi Fish Cooperative Society
WB	World Bank
WWF	World Wildlife Fund for Nature



## EXECUTIVE SUMMARY

The Lake Victoria Fisheries Organization (LVFO) is a specialized institution of the East African Community (EAC) whose mandate is to coordinate and promote the sustainable management and development of fisheries and aquaculture in the region. Following the review of the Convention establishing the LVFO in 2016, the organization's scope and mandate expanded to include all the EAC Partner States; extended its focus beyond Lake Victoria into covering all water bodies in the EAC region; and to give aquaculture a more prominence as a priority area in addition to capture fisheries.

The objectives of LVFO are threefold, namely to:

- (i) Foster cooperation among the Contracting Parties;
- (ii) Harmonize national measures for the sustainable utilization of the fisheries and aquaculture resources of the EAC water bodies; and
- (iii) Develop and adopt conservation and management measures.

The LVFO Strategic Plan (2021/22 – 2025/26) succeed the expiring one which was for 2016-2020. It was prepared through a consultative process managed by a taskforce team appointed by the LVFO Secretariat. The team comprised of representatives from the LVFO Partner States and the planning process was supported by an external consultant. Different stakeholders were consulted including the LVFO Secretariat, ministries, and agencies responsible for the fisheries sector, ministries responsible for EAC cooperation, research institutions, universities, and the private sector.

The Strategic Plan (2021/22 – 2025/26) focuses on the core objectives of the Organization. It guides the Organization in the pursuit of the vision of *“A competitive and inclusive fisheries and aquaculture industry for enhanced wealth creation, food and nutrition security through harmonized, coordinated and progressive Regional measures”*. Likewise, it guides the Organization to fulfil its mission *“To promote and coordinate the sustainable management and development of fisheries and aquaculture in the East African Community for food security and wealth creation.”*

The Vision will be achieved through the following Key Results Areas:

- 1) *Promote Sustainable Fisheries Management and Development;*
- 2) *Promote Sustainable Aquaculture Management and Development;*
- 3) *Promote Value Addition, Trade and Marketing of Fish and Fishery Products;*
- 4) *Enhance Fisheries and Aquaculture Research and Resource Monitoring;*
- 5) *Strengthen LVFO Delivery Capacity.*

Each Key Results Area will be implemented through specified strategic objectives, initiatives, and activities. The Plan also includes detailed guidance on implementation, monitoring, evaluation, and reporting of performance results. The indicative five-year cost of the Plan is US\$ 29 million.

# 1 INTRODUCTION

## 1.1 Background

The Lake Victoria Fisheries Organization (LVFO) is a specialized institution of the East African Community (EAC) with a mandate to coordinate and promote the sustainable management and development of fisheries and aquaculture resources in the region. The LVFO was established by a Convention in 1994 and registered as a Regional Fisheries Management Organization (RFMO) under the UN Charter of the Food and Agriculture Organization (CAP 102). Article 9(3) of the EAC Treaty recognizes LVFO as a specialized institution of the Community. The Treaty for the Establishment of the EAC identifies fisheries as one of the areas of cooperation by the Partner States. Article 114 Sub-Article 2(b) (ii) and (iii) provide for the adoption of common policies and regulations for the conservation, management and development of fisheries resources including establishment of common fisheries management and investment guidelines for inland and marine waters.

The idea of having an institution to coordinate the management of fisheries resources in the EAC region was conceived way back in 1928 and centred on the Riparian States of Lake Victoria (Republic of Kenya, Republic of Uganda, and the United Republic of Tanzania). This idea gave rise to the establishment of the Lake Victoria Fisheries Service and later the East African Freshwater Fisheries Research Organization from 1947 until 1977 when the old East African Community collapsed. The FAO sub-Committee for Inland Fisheries and Aquaculture then took over the coordination of the Lake Victoria fisheries, leading to the formation of the LVFO in 1994.

The Convention establishing the LVFO was reviewed in 2016, and expanded the scope and mandate of the organization to include all the EAC Partner States; extended its focus beyond Lake Victoria into covering all water bodies in the EAC region; and gave aquaculture more prominence as a priority area in addition to capture fisheries. Moreover, LVFO is expected to address postharvest aspects such as fish trade, quality and marketing.

## 1.2 LVFO Objectives and Roles

The objectives of LVFO are threefold, namely to:

- (i) Foster cooperation among the Contracting Parties;
- (ii) Harmonize national measures for the sustainable utilization of the fisheries and aquaculture resources of the EAC water bodies; and
- (iii) Develop and adopt conservation and management measures.

LVFO has the following core functions:

- (i) To promote sustainable fisheries resources for sustainable economic and social benefits;
- (ii) To promote sustainable aquaculture development;
- (iii) To promote fisheries and aquaculture policies and regulations;
- (iv) To coordinate fisheries research and management; and
- (v) To support knowledge management and information sharing on fisheries and aquaculture resources.

### ***1.3 Purpose of the Strategic Plan***

The LVFO Strategic Plan: 2021/2022 – 2025/26 sets out the roadmap for the future strategic direction of the Organization by identifying the vision, mission, goal, strategic objectives, initiatives, and activities to be pursued during the five-year period. The plan provides guidance to coordinated and harmonized management and development of fisheries and aquaculture activities in the EAC Partner States. Likewise, it provides a basis for mobilization and effective utilization of resources, and as a tool for providing improved services.

### ***1.4 The Process of Developing the Strategic Plan***

This strategic plan was developed through a consultative process managed by a taskforce team appointed by the LVFO Secretariat. The team comprised of representatives from the LVFO Partner States and the planning process was supported by an external consultant. Different stakeholders were consulted including the LVFO Secretariat, ministries, and agencies responsible for the fisheries sector, ministries responsible for EAC Affairs, research institutions, universities, and the private sector. The process involved: production of an Inception Report, literature review, performance review of the previous strategic plan, stakeholder mapping, key informant interviews (KIIs), focus group discussions (FGDs), consolidation of stakeholder views, and drafting of the strategic plan. The draft strategic plan was presented to stakeholders' validation workshop for inputs and ownership and finally approved by the LVFO Secretariat.

## **2 PERFORMANCE OF THE PAST STRATEGIC PLAN**

The past (2016-20) strategic plan of LVFO was pursuing the following Strategic Issues and Objectives as presented in **Box 2.1**:

### ***BOX 2.1: LVFO Strategic Issues and Objectives of the 2016-2020 Strategic Plan***

#### ***Strategic Issue 1: Fisheries Management and Development***

- Objective 1: To strengthen Monitoring, Control and Surveillance systems (“MCS”) on all the water bodies in the EAC by 2019
- Objective 2: To harmonize and implement regional policies, plans, legislations, standards, and guidelines
- Objective 3: To Strengthen institutions and institutional processes for development and management of fisheries resources of Lake Victoria

#### ***Strategic Issue 2: Aquaculture Management and Development***

- Objective 1: To promote sustainable and environmentally smart commercial aquaculture development by 2020
- Objective 2: To promote aquaculture business management
- Objective 3: To coordinate and streamline aquaculture training and extension services

#### ***Strategic Issue 3: Fisheries Resource Monitoring and Research***

- Objective 1: To conduct timely, demand driven and innovative research programmes on fisheries in East Africa
- Objective 2: To disseminate research output for effective development of the fisheries sector in the EAC
- Objective 3: Strengthening capacity in fisheries and aquaculture data and information sharing in Partner States

***Strategic Issue 4: Trade and Marketing of Fish and Fishery Products***

- Objective 1: Promote fish quality, safety, product development and marketing of fish and fishery products

***Strategic Issue 5 Partnerships for Fisheries and Aquaculture Management***

- Objective 1: Enhance stakeholder partnership in management of fisheries and aquaculture management Engagement
- Objective 2: To enhance stakeholders monitoring in management of fisheries resources

***Strategic Issue 6 Knowledge Management and Information Sharing***

- Objective 1: To establish an effective clearing house and data bank for fish, fisheries, and aquaculture products in the EAC
- Objective 2: To increase visibility of LVFO in the EAC Region

***Strategic Issue 7 Institutional Capacity and Governance***

- Objective 1: To improve governance structures for development of fisheries
- Objective 2: To enhance institutional capacity for increased mandate and scope

***Strategic Issue 8 Financial Sustainability***

- Objective 1: To harmonize funding modalities for fisheries programs in East Africa
- Objective 2: To mobilize and sustain adequate funding for fisheries programs in East Africa by 2020

Furthermore, the plan had 72 interventions planned for implementation. Out of these, 33 interventions, equivalent to 46% were partially implemented; 23 (32%) were fully implemented; and 16 (22%) were not implemented at all. Overall, about **78%** of the planned interventions were either fully or partially implemented.

Key strategic achievements of the past plan include the LVFO's support to the development of policies, guidelines, and standards for fisheries and aquaculture management as a part of the harmonisation process. These entail development of Fisheries and Aquaculture Policy for EAC; development of guidelines for species specific licensing in Lake Victoria; development of guidelines for the establishment and management of breeding and nursery areas; cage Fish farming guidelines; developed harmonized data collection sheets for collection of fisheries and aquaculture data; harmonized manual for Fisheries and Aquaculture inspection at border points; SOPs for Fish quality, safety and product handling; guidelines on extraction, processing and trading of Nile perch Maws from Lake Victoria; SOPs for Sanitary and Phytosanitary measures; Fisheries and Aquaculture Border Inspection Manual, and guidelines for traders in fish, fishery and aquaculture products and inputs and fishing gears guidelines.

LVFO also managed to establish and maintain several partnerships, projects and collaborations for Fisheries and Aquaculture Management. As a result, donor contribution increased from 27% in June 2016 to 52% in June 2020 - a funding performance level at 66%. Partner States funding increased from 71% as at 30th June 2016 to 99.34% as at 30 June 2020.

Several institutional capacity development measures were undertaken which contributed to the improved governance structures for development of fisheries and to enhance LVFO institutional capacity for coping with the expanded mandate and scope.

The recorded achievements are attributed to, among other factors, goodwill of the Fisheries and Aquaculture Sectoral Council of Ministers; improved management of financial, material, and human resources; enhanced contributions from Partner States; improved working relationship between LVFO and various Development Partners, e.g., EU, GIZ, FAO, IOC, International Universities etc. and high commitment of the Secretariat Staff. However, substantial proportion of activities are either ongoing/partially implemented or not implemented at all meaning they will need to be carried forward for the next planning horizon. Such a performance has resulted from various challenges notably, staffing gaps; limited funding which made some activities to be either not implemented or postponed the next financial year; untimely disbursement of Partner States' contributions; unfavourable conditions from some of the development partners e.g. contribution of resources through third parties makes it difficult to access and use the funds e.g. under TRUEFISH project LVFO receives funds from EU through FAO while some of the activities are handled by World Fish Centre; non-compliance by some Partner States to implement some harmonized policies/regulations; lack of effective plan for monitoring national policy review and implementation processes; and occurrence of the COVID-19 pandemic.

Some of the emerging major lessons from the implementation of the past strategic plan include:

- (i) Fisheries enforcement require a multi-sectoral approach.
- (ii) Harmonization of enforcement approaches across Partner States is key to success
- (iii) Sustainability of controls requires involvement of key resource users through co-management.
- (iv) Small innovations like issuing of vessel identification plates increases compliance.
- (v) Reliable fisheries and aquaculture data is important in effective management.
- (vi) It is important to have regionally formulated frameworks like the Regional Plan of Action (RPOA), they may not be implemented immediately but one time they may become very useful.
- (vii) Effectiveness of a large regional organization is facilitated by operating through subject specific working groups.
- (viii) Political commitment among member states is critical for the implementation of agreed policies, guidelines, and regulations
- (ix) Presence of M&E System is key to ensure effective implementation of planned interventions
- (x) Timely disbursement and availability of adequate funding is key to successful implementation of the Organization's plans.
- (xi) Leveraging on technology enhancement (Processes and Tools) is vital for increasing delivery efficiency and can address the challenge of staffing shortage

- (xii) Availability of adequate, competent, and committed staff is critically important for effective implementation of the activities as planned
- (xiii) Good working relationship between LVFO and various Development Partners is an asset for success
- (xiv) Risk analysis plan is an important tool which may lessen unexpected negative impacts of emerging risk events (e.g., the impact of COVID-19 pandemic).

Key ideas to be considered going forward include:

- (i) LVFO should develop a comprehensive M&E Framework. The framework will facilitate assessment and evaluation the state of the Organization and re-aligning the vision, goals, priorities, and action plan. It will also monitor processes, activities outputs and outcomes to ensure that activities are being implemented within set timelines and progress and expected results are achieved.
- (ii) Need to leverage on innovative ways of attracting funding from existing and emerging development partners at regional and international level.
- (iii) Need for enhanced skills of all LVFO staff on resource mobilization strategies.
- (iv) Ensuring continued advocacy efforts for political commitment among member states for the implementation of agreed and harmonized policies, guidelines, and regulations.
- (v) Finalization of ongoing efforts to improve the LVFO governance structure, which will ensure, among other things, increased staffing levels in line with its mandate.
- (vi) Appreciation of the development partners' efforts for improved contribution and continue to insist the need for timely disbursement.
- (vii) Leveraging on technology enhancement (processes and tools) to increase delivery efficiency as a way of addressing the challenge of staffing shortage.
- (viii) Establishing a system for monitoring of implementation of harmonised policies/guidelines among partner states.
- (ix) Consideration to develop risk management plan as a way of minimizing the negative impacts of unexpected risk events like the COVID-19 pandemic.

### **3 SITUATION ANALYSIS**

#### ***3.1 Policy, Legal and Strategic Frameworks***

##### **3.1.1 International**

Inland fisheries and aquaculture policy frameworks are identified by FAO.<sup>1</sup> In addition to these, is the Nairobi Global Sustainable Blue Economy Conference which was held in 2018. These are briefly narrated next:

##### **(i) Sustainable Blue Economy Conference**

The Sustainable Blue Economy Conference was held from 26-28 November 2018 in Nairobi, Kenya. Under the theme “The Blue Economy and the 2030 Agenda for Sustainable Development,” the conference gathered over 18,000 participants from 184 countries. The Conference focused on how to achieve the sustainable use and conservation of aquatic resources, including oceans, seas, lakes and rivers, for improved human wellbeing, social

equity and healthy aquatic ecosystems in line with UN Sustainable Development Goals (SDGs).

### **(ii) Code of Conduct for Responsible Fisheries (CCRF)**

The FAO Code of Conduct for Responsible Fisheries (CCRF) was adopted in 1995 by the FAO Conference. In adopting the CCRF, the Conference called on FAO, states and all those involved in fisheries to implement the CCRF including relevant actions to achieve responsible fisheries. The CCRF sets out principles and international standards of behaviour for responsible practices with a view to ensuring the effective conservation, management, and development of living aquatic resources, with due respect for the ecosystem and biodiversity. The CCRF recognizes the nutritional, economic, social, environmental, and cultural importance of fisheries and the interests of all stakeholders of the fishing and aquaculture industries. The CCRF considers the biological characteristics of the resources and their environment and the interests of consumers and other users. A variety of instruments have been established within the framework of the CCRF. The CCRF is voluntary rather than mandatory, and aimed at everyone working in, and involved with, fisheries and aquaculture, irrespective of whether they are in inland areas or in the oceans. Because the CCRF is voluntary, it is necessary to ensure that all people working in fisheries and aquaculture commit themselves to its principles and goals and take practical measures to implement them. The CCRF covers inland fisheries and there are several technical guidelines issued that relate to inland fisheries issues.

### **(iii) International Guidelines on Securing Sustainable Small-Scale Fisheries (SSF Guidelines)**

The Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (the SSF Guidelines) is the first internationally agreed instrument dedicated entirely to the small-scale fisheries sector. The SSF Guidelines complement the Code of Conduct for Responsible Fisheries, which, alongside the fishing provisions of the UN Convention on the Law of the Sea, is the most widely recognized and implemented international fisheries instrument. The SSF Guidelines are also closely related to the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forestry in the Context of National Food Security, the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security, and the Principles for Responsible Investment in Agriculture and Food Systems. The SSF Guidelines place a high priority on the realization of human rights and on the need to attend to vulnerable and marginalized groups.

### **(iv) Convention on Wetlands (the "Ramsar Convention")**

The Convention on Wetlands, called the **Ramsar Convention**, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. The Convention's mission is "the conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world". The RAMSAR convention is relevant to inland fisheries through linkages to aquatic

habitats and wetlands (e.g. swamps, marshes, wet rice production systems, flooded forests and peatlands).

#### **(v) UN Watercourses Convention (UNWC)**

The UN Watercourses Convention (UNWC) is a global treaty adopted by the UN General Assembly in 1997. It is a framework convention governing international watercourses. The UNWC constitutes a global legal mechanism for facilitating the equitable and sustainable management of transboundary rivers and lakes around the world. The UNWC entered into force on the 17<sup>th</sup> of August 2014. There are some case examples of how the UNWC may apply to inland fisheries in transboundary waters.

#### **3.1.2 Continental**

Unlike marine fisheries, the greatest risks to the governability of inland fisheries originate from outside the fishery sector. The major potential conflicts come from other sectors' societal needs (drinking water, irrigation for agriculture, hydropower generation, navigation, industrial and domestic sources etc.) and drain directly through feeder streams or rivers all of which rely on the water bodies and aquatic resources in which inland fisheries are based. Associated impacts, including habitat degradation, water pollution, and flow modification, serve as major constraints to the steering of inland fisheries, and to a greater degree, to the protection of aquatic biodiversity. Conflicts with agriculture are like those for inland fisheries for example competition with agriculture for land, water quantity and quality are critical factors besides that for inputs such as fertilizer and supplementary feed. On the other hand, inland fisheries in form of aquaculture may have downstream impacts on other sectors where intensive culture may generate polluted effluent and when aquaculture generates high returns, may cause further land loss to fish farming at the expense of the rice production. Effective lake or river management therefore calls for a whole basin, ecosystem approach that encompasses not only the lake or river itself but also the land uses and activities in the surrounding watershed as well as the coordinated management of lakes and rivers in the basin that calls for establishment of responsible institutions commonly referred to as the lake or river basin organizations (FAO 2019).

Within a river basin, fishery management activity is conducted with various levels of formality ranging from traditional organizations such as village committees or fisheries groups; nongovernmental organizations, private sector organizations, through to government sanctioned organizations such as departments of fisheries and environmental protection agencies. There are 17 transboundary river basin organizations in Africa and a further 3 inter-governmental Lake organizations (Lake Victoria Fisheries Organizations (LVFO); Lake Tanganyika Authority (LTA) and Lake Chad Basin Commission (LCBC)). Besides these organizations, there are also inter-governmental regional fishery bodies that are competent in inland waters, but which do not have a specific water body defined within their areas of competence (Committee for Inland Fisheries and Aquaculture of Africa (CIFAA), Regional Commission of Fisheries of Gulf of Guinea (COREP); Fishery Committee for the West Central Gulf of Guinea (FCWC) and Sub-Regional Fisheries Commission (SRFC)).<sup>2</sup>

Lake or river basin organizations are apex organizations and are typically inter-governmental arrangements. They have diverse mandates and undertake a range of functions, focusing on only three categories depending on the purpose for which they were created and the



arrangements for management. These three core roles include: monitoring, investigating, coordinating, and regulating; planning and financing, and developing and managing. In these roles, lake or basin organizations action is taken through national counterpart agencies, although in some capacities the organization may have a direct role. For example, LVFO recently implemented harmonization activities that incorporate international instruments such as the EAC Fisheries and Aquaculture Policy 2018; species specific licencing for Lake Victoria 2019, fisheries and aquaculture border inspection and cage aquaculture 2018. The other harmonized guidelines include the establishment and management of breeding and nursery areas 2019; fish traders in fisheries and aquaculture products 2019; and LTA developed a plan of Action in line with the AU-IBAR fisheries management framework and the Code of Conduct for Responsible Fisheries. An important issue to consider is the capacity of a regional organization to promote integration or ecosystem approaches for fisheries amongst competent government departments and non-state actors (e.g., fisher's organizations, private sector, and CSOs/NGOs).<sup>3</sup>

### **3.1.3 EAC**

LVFO became a specialized fisheries and aquaculture institution of the EAC (EAC Treaty Article 9.3) following the enforcement of the Treaty establishing the EAC in 1999. 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 revised the Convention as recommended by the eighth Regular Session of the LVFO Council of Ministers and the 24<sup>th</sup> EAC Council of Ministers to bring on board the other EAC states as provided for under Article XXI of the Convention. Following this, Burundi is already a member. 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 in 1999;
- 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);
- e. The Vision and Strategy Framework for Management and Development of Lake Victoria Basin adopted in 2003.
- f. The 6<sup>th</sup> EAC Development Strategy: 2021/22– 2025/26; and
- g. Fisheries and Aquaculture Policy of 2018. The Policy aims at unlocking the full potential of the fisheries and aquaculture for food security, livelihoods, and wealth creation in the EAC region.

### **3.1.4 Partner States**

## ***Uganda***

Uganda is implementing National Fisheries and Aquaculture Policy (2018) which provides a guidance framework for Fisheries management in Uganda. The overall goal of the policy is to increase fisheries and aquaculture production to 1.7 million tonnes annually to contribute to food security, nutrition and economic growth (Republic of Uganda, 2018). The 1995 Constitution of the Republic of Uganda (as Amended) Section XIII notes that the State shall protect important natural resources, including water and fishery resources. The Vision 2040 launched in 2010, envisages a transformed Ugandan society from a peasant to a modern and prosperous country, through promotion of leading sectors of the economy, including fisheries. The Vision 2040 is being implemented under six (6) National Development Plans (NDPs) and the second National Development Plan (NDP II) 2015/16-2019/20 is currently being implemented with five priority areas identified as the core drivers of Uganda's development with the highest multiplication effect on the economy – the first of which is agriculture (that includes animal industry, crop and fisheries).

The Fish Act (CAP 197) make provision for the control of fishing, the conservation of fish, the purchase, sale, marketing and processing of fish, and matters connected therewith. The Fish Act is being revised into Fisheries and Aquaculture Act and the new Bill is before Parliament.

On the institutional framework, The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) has the responsibility for fisheries management with the Directorate of Fisheries Resources (DFR) as the technical management authority. The National Fisheries Resources Research Institute (NaFIRRI) coordinates fisheries research.

At local level, the District Fisheries Officers (DFO) work closely with other partners in collaborative management including the Landing Sites Committees, the industry association i.e. Uganda Fish Processors and Exporters Association (UFPEA), and a number of other NGOs and Development Partners. Efforts are underway to establishing joint management bodies with Democratic Republic of Congo (DRC) for the management of some of the shared lakes like Albert and Edward.

## ***Kenya***

The Government of Kenya has prioritized the blue economy as a key pillar of its Vision 2030 development agenda. Blue Economy as a term emerged in Kenya in May 2016, when the Government of Kenya renamed its then State Department of Fisheries to the State Department for Fisheries and the Blue Economy, and established a Blue Economy Committee. The 2016 Fisheries Management and Development Act (FMDA) processed key regulatory and policy changes, and Kenya has become a leading country in Africa, in promoting sustainable blue economic development. National policies for the sector are enshrined in the National Oceans and Fisheries Policy approved by Cabinet in 2008.

Kenya has a Ministry of Agriculture, Livestock, Fisheries and Cooperatives, under which there is a State Department for Fisheries, Aquaculture and The Blue Economy which is the responsible institution for the administration of fisheries and aquaculture, Fisheries policy; Fisheries marketing policy; fishing licensing; fisheries development; fish quality assurance; co-ordination of development of policy, legal, regulatory and institutional framework for the fisheries industry and the blue economy; enhancement of technical cooperation with partner states; co-ordinating maritime spatial planning and integrated coastal zone management;

protection and regulation of maritime ecosystems; management and licensing of local and foreign fishing trawlers in Kenya waters; protection of the maritime resources in EEZ; overall policy for exploitation of agro-based maritime resources; policy on development of fishing ports and associated infrastructure; and capacity building for sustainable exploitation of agro-based maritime resources.

Based on the 2016 Act, two institutions were established, namely, Kenya Fisheries Service (KFS) and Fish Marketing Authorities. The Kenya Fisheries Service is responsible for the conservation, management, and development of Kenya's fisheries resources in accordance with the Act.<sup>4</sup> The objective and purpose of the Fish Marketing Authority is to market fish and fisheries products from Kenya. This makes a total of three institutions in the State Department of Fisheries and Blue Economy including Kenya Marine and Fisheries Research Institute (KMFRI).

The Kenya Fish Processors and Exporters Association (AFIPEK), an assembly of fish industries which have adopted self-regulatory mechanisms to ensure that sustainability is adhered to amongst its member-factories, collaborates with relevant government agencies to foster public recognition and support for the fisheries sector, to promote high quality fish and fish products and to advocate for the effective management of inland and marine fish resources. 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 developed 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 (BMUs) legally established under the Fisheries Act through the Beach Management Regulations 2007 are important partners in fisheries in both coastal and inland waters.

### ***Tanzania***

The Government has prioritized development of the agricultural and fisheries sectors, and in October 2015 the Ministry of Livestock and Fisheries Development (MLFD) published the National Fisheries Policy 2015, which sets out the vision of: *“By 2025 to have a progressive fisheries sector contributing significantly to socio- economic development through sustainable utilization of fisheries resources while conserving the environment.”* The overall objective of the National Fisheries Policy is to develop a robust, competitive and efficient fisheries sector that contributes to food security and nutrition, growth of the national economy, and improvement of the wellbeing of fisheries stakeholders while conserving the environment.

The Fisheries Development Division and Aquaculture Division within the Ministry of Livestock and Fisheries Development manages fisheries and aquaculture sector in mainland Tanzania. The Ministry of Blue Economy and Fisheries lead the management of fisheries in Zanzibar. Tanzania Fisheries Research Institute (TAFIRI) coordinates fisheries Research.

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<sup>4</sup> <http://www.kenyafisheriesservice.go.ke/>

Collaborative management of fisheries management involves District Authorities, Beach Management Units (BMUs) and Industry.

### ***Burundi***

Burundi does not have an explicit document on the national fisheries and aquaculture policy (currently being adopted), but the 2006 Strategic Framework for Growth and Poverty Reduction, the 2016 Law on the Organization of Fisheries and Aquaculture in Burundi, have set a clear policy direction for the sector, which very clearly indicates the need to increase fish production.

In addition, Burundi's National Development Plan 2018-2027 provides further elements on how the fishery and aquaculture sector could be developed. Furthermore, Environmental, Agricultural and Livestock Policy Document have the vision of Building an Environmentally Friendly Burundi where every individual has enough to eat and how the fisheries and aquaculture sector could be revived to contribute to food security and the fight against poverty. Responsibility for the management of the fisheries sector in Burundi rests with the Directorate for the Promotion of Fisheries Sectors of the Ministry of the Environment, Agriculture and Livestock.

There is also a specialized body dealing with aquaculture, namely the National Centre for the Development of Aquaculture and Artisanal Fisheries (CNDAPA). The main legislation on fisheries and aquaculture in Burundi consists of the 2016 law on the organization of fisheries and aquaculture in Burundi and the ordinances associated with this law. Burundi is a member of the Lake Tanganyika Authority (LTA).

### **3.2 *Capture Fisheries***

The status of capture fisheries in EAC water bodies and the Lake Victoria in terms of demand, stocks, production, and support capacities reveals some emerging issues and concerns that have management and development insinuations. The national, regional, and international demand for the fish and fishery products from the EAC States is unquestionably high and thought to surpass natural production from the riparian water bodies. Several issues have emerged that have direct trepidations on Fisheries Management and Development in the region. One major issue is rapid deterioration of Lake Victoria aquatic environment in resulting into Lake Eutrophication which challenge sustainable exploitation.

The second major issue that requires urgent attention is existence of hidden harvests in Lake Victoria capture fisheries. For example, the actual value of *dagaa* fishery is grossly underestimated. The potential for this Small-Scale Fishery (SSF) to contribute to GDP is much higher than presently reported in all Partner States of EAC.

The third major issue is currently there is a lot of fish maw transfers without registration in some riparian states. Some states do not benefit from the trade in fish maws due to IUU trade. Crucially, there is need to fast tract regional guidelines on processing and trade in fish maws.

The fourth major is existence of significant post-harvest losses (e.g., 40% of *dagaa* is lost) due to limited value addition, poor processing technologies and techniques, some Partner States not adhering to agreed and harmonized regulations/issues such as the use of ice on-board fishing crafts and limited awareness, knowhow, and investments.

The fifth major issue is related weaknesses in institutional mechanisms including ineffectiveness of MCS; inadequate compliance with harmonised policies and regulations among ECA partner states; weak BMUs; inadequate harmonisation of enforcement measures; poor fisheries information system; and lack long-term plans with clear implementation arrangements to address the issues for example pollution.

### 3.3 Aquaculture

Aquaculture provides an opportunity for increasing fish production and indirectly reducing the pressure on Lake Victoria fish stocks that are on the decline and dominated by young fish. The decline is partly attributed to rapid growth of human population and fast growing regional and international market demand for fish. The *per capita* fish consumption in EAC is low (2 kg in Burundi, 3.2 kg in Kenya, 7.7 kg in Tanzania and 8 kg in Uganda); levels that are much lower than the 19.2 kg recommended by the Food and Agriculture organization (FAO, 2016). While natural fish stocks in Lake Victoria appear to be declining from overfishing among other factors, demand for fish protein continues to rise because of rapid human population growth and increasing awareness of benefits of eating fish (FAO 2016). Aquaculture is viewed as an alternative to reducing the widening gap between fish demand and its supply.

Considerable effort is required to accelerate the development of aquaculture in the EAC. However, aquaculture development in the region can only be successful if interventions are put in place to address the following issues:

- a. Inadequate quality fish feeds. Fish feeds account for more than 50 - 60% of the total production cost in aquaculture and currently the quality of local fish feeds (fish nutrition) is poor. Furthermore, level of local production of quality fish feed is low, resulting in significant overdependence on imported fish feeds which is expensive and has risks. Continued reliance on omena/dagaa (food for majority) as protein source to produce tilapia (food for minority) is another challenge.
- b. Limited productivity of existing fish seeds (some hatcheries not producing consistently).
- c. Over focussing of breeding currently on tilapia and African cat fish. There is need to explore other species in research including the Nile Perch.
- d. Cage systems are more productive yet faced with significant risks and challenges that require effective management. The number of cages is increasing rapidly and there are issues including pollution, inadequate carrying capacity and security for investments.
- e. Limited application of modern knowledge and practices – limited sharing of technical and business management – ineffective extension system for fish farming – limited links between research and management institutions. Moreover, farmers are too small and rather scattered and unorganized making it difficult to reach them with extension and other support. Additionally, local farmers lack skills and information on aquaculture.
- f. Water use conflicts amplified by lack of spatial planning in case of cage farming in Lake Victoria.

- g. Limited understanding of the social economics of the EAC aquaculture industry which makes it harder to strategize well for its development of the industry.
- h. To some extent, land fragmentation and diminishing land sizes that cannot support pond aquaculture on large scales and thus making intensive aquaculture systems crucially important.
- i. Global warming and climate change: The rising global temperatures has not spared the region. Areas that used to culture cold water species like the Trout are gradually becoming warmer hence may not produce such species in future. Climate Smart aquaculture could provide a solution. There is also a need to promote an ecosystem approach to aquaculture.
- j. Existence of un-organized and un-monitored players in the aquaculture sector.

### ***3.4 Research and Resource Monitoring***

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. The organization can conduct annual census, surveys, and studies to support science-based planning and decision making. Yet, there is much more to be desired from research and resource monitoring in the EAC. Crucially, the amount, relevance and uptake of research are critical constraints in advancing the success of the fisheries and aquaculture sector. There are several factors responsible for this inadequate performance.<sup>5</sup> First, there is only limited research on fish feeds; fish seeds; culture systems; cost-benefits of fish and aquaculture investments; post-harvest losses management; co-management; illegalities; vertical bundling of nets; bio-diversity conservation; and fish escapes risks. Second, there are inadequate levels of research data, information and knowledge sharing on fisheries and aquaculture. A lot of existing research findings and data in the EAC is not well shared by the research institutions.

Third, the current research paradigm is more oriented towards scientific publications and not for management and policy development. There is need to re-focus on the linkages between research and policy, management, extension and value chain development processes.

### ***3.5 Value Addition, Quality Assurance, Trade and Marketing***

#### **Value Addition**

The level of value addition in fisheries and aquaculture in the EAC is currently moderate even though the region is known for exporting Nile Perch fillets to global markets. And, the levels of post-harvest losses are quite high. There is need to change the situation. One way is to improve the availability of supportive infrastructure and facilities. There are inadequate fisheries infrastructure for fish handling, processing, and storage. There are also few support services available for fisheries communities living at landing sites and associated villages. There is also inadequate fisheries infrastructure for fish handling processing and storage in some Partner States.

The low level, quality and sustainability of artisanal fish processing/value addition is also attributed to absence of clear standards, unclear strategies to promote fish processing, weak coordination of producers and mind-sets and practices. The problem of poor quality of artisanal fish and products is attributed to lack of information and skills and tools.

The other side to the value addition issue is the existence of significant underutilization of existing fish factory capacity due to inadequate fish catch.

### **Quality Assurance**

Quality assurance and control is quite important as efforts to enhance value addition are being considered. LVFO has facilitated the development of an effective mechanism for quality assurance of the export of fish and fishery products for the purpose of guaranteed uninterrupted access to international markets. Currently, LVFO has a programme on Fish Quality Assurance and Marketing which deals with the following three aspects: -

- a. Fish quality assurance, safety and product development and marketing;
- b. Promote compliance to fish quality, safety and value addition, trade, and marketing;  
and
- c. Traceability of exported fish and fishery products.

Despite the existence of the programme to ensure that fish products are of acceptable standards, fish sold in both local and regional markets within the EAC Partner States are generally of low quality. The reasons include the inherent lukewarm attitude towards value, lack of clear systems to push for quality especially in the case of domestic trade, and lack of a functional traceability system for domestic markets.

Another major constraint is lack of international certification of fish quality although efforts have taken place towards this path. For example, a pre-assessment for Nile Perch certification of EAC fisheries with the Standards of Marine Stewards Council (MSC) was done in 2008 without successful results and will need to be updated as an important step towards certification. Furthermore, the scope of the certification will need to be broader to focus on all high value species as well on both the domestic and export market.

### **Trade and Marketing of Fish and Fishery Products**

An understanding of markets and the trade in fishery and aquaculture products is crucially important for the development of the industry. An important component of marketing is the development of health and quality standards, harmonized throughout the region and these will need to be given priority. LVFO has made notable strides towards having instruments to harmonize the regional trade in fishery and aquaculture products. The instruments include:

- Harmonized fisheries and aquaculture border inspection manual in the EAC.
- Harmonized EAC guidelines for traders in fish, fishery and aquaculture products and inputs in regional and international trade.
- Guidelines for the extraction, processing, and trading of Nile perch fish maws with the aim of increasing benefit to local community from this lucrative business.

The remaining major challenges related to trade and marketing of fish and fishery products include: inadequate markets, marketing and distribution arrangements; failure to adequately leverage ICTs to link suppliers with markets and, generally, to digitize the fish value chain; absence of significant product traceability; lack of an effective network of fish cold chains despite the potential to involve the private sector; inadequate aggregation (e.g., weak and few cooperatives); poor artisanal fish product packaging; and, limited local consumption of fish and fish products due to little community appreciation and knowledge of the value of eating fish including the nutritional benefits of eating fish.

### ***3.6 Human Capacities for Fisheries and Aquaculture Sector***

Human resources development constitutes a critical component of sustainable fisheries and aquaculture management and development of any country. A lack of sufficient development of human resources hampers efforts for coordinated and harmonized development and enforcement of fisheries policies, laws, and guidelines. Some of the Partner States face significant gaps in skilled human resources to drive the fisheries and aquaculture sector.

### ***3.7 Knowledge Management and Information Sharing***

There is a strong need to have a strengthened framework for regional information network on LVFO issues/data/information/activities for all Partner States and riparian institutions. Currently, there is limited availability of adequate and accurate information and data on fish and other related information in the EAC in line with the needs of the various stakeholders. There is not well-established integrated mechanism for collection and sharing of information by the countries/Region. And, to a significant extent, there is also limited updated understanding of the data and information needs of the various stakeholders in the sector.

### ***3.8 Cross-Cutting Issues***

There is a need for a full integration of cross-cutting issues in the regional efforts to sustainably manage and develop fisheries and aquaculture.

#### **Gender and youth**

In the EAC region, the major role of women is in the distribution and processing of fish derived from small scale fisheries, accounting for about 56% of persons engaged in processing and trading activities; however, they account for only about 15% of the membership of the Beach Management Units and are therefore under-represented. Women and the youth mostly engage in *dagaa* and not as much with the Nile Perch.

#### **Environmental impacts**

If aquaculture is not responsibly undertaken, it can stir environmental problems like water pollution and introduction of invasive species. Other possible negative impacts on the environment from aquaculture development include spread of fish diseases, loss of biodiversity by escape of imported or hybrid aquaculture strains, etc. These need to be addressed through appropriate regulations concerning carrying capacity, environmental impact assessment, and others.



Regarding capture fisheries, the rate of plastic pollution has been high especially in landing beaches; these microplastics are eaten by fish and can cause health problems to consumers. There is also pollution from industrial and household activities.

### **Climate change**

Climate change risks include an increase in temperatures and reduced potential of hydrogen (pH) of the water in Lake Victoria, potentially impacting both biodiversity and ecosystem dynamics. This may also inhibit recovery of over-exploited stocks of Nile perch and tilapia. Aquaculture, as an alternative fish production method under controlled conditions, provides a viable alternative supply which is potentially less subject to climate change impacts. Aquaculture therefore aligns with regional initiatives to adapt to climate change in relation to ensuring the sustainability of strategically important food supplies. Additionally, improved regional abilities in monitoring key environmental parameters (e.g., water temperature and pH) can help in detecting how climate variability may affect aquaculture production, ecosystem, and local fauna.

### **HIV and other communicable diseases**

Communicable diseases can cause epidemics and pandemics which have the potential to overwhelm the capacity of fishing communities; hence, they are considered disasters. The risk of communicable diseases is associated primarily with the size and characteristics of the affected population specifically: the amount and availability of safe water; availability of functioning latrines; nutritional status of the population; level of immunity to vaccine-preventable diseases; and level of access to health care services.

## ***3.9 Institutional Capacities, Collaboration and Partnerships***

### ***Governance and Management***

To effectively carry-out its mandate as provided in its convention, the LVFO developed an elaborate fisheries management structure, designed to connect the East African Community (EAC) with national structures to promote regional collaboration, equity, and harmonization. This was done bearing in mind that the Organization is an institution of the EAC whose main aim is to harmonize, develop and adopt conservation and management measures for the sustainable utilization of living resources in the EAC water bodies to optimize socio-economic benefits for the Partner States.

The main LVFO governance structures, currently are the Sectoral Council of Ministers; the Coordination Committee; the Senior Officials; the Scientific Technical Committee; the Fisheries Management Technical Committee; LVFO Secretariat; Departments/Directorates of Fisheries; Fisheries Research Institutes; Beach Management Units (BMUs)/Lower-level Co-management units; Regional and National Working Groups (RWGs/NWGs).

The Secretariat is the executive organ of the LVFO and is headed by an Executive Secretary whose responsibility is to ensure that the work programme and activities of the Organization are coordinated and implemented in accordance with the policy and decisions adopted by the Council of Ministers.

### ***Digitalization of Operational Processes, Systems and Services***

As the world moves faster towards digital systems and services, the AU Agenda 2063 and the 6<sup>th</sup> EAC Development Strategy provide the frameworks for harnessing the capacity of ICTs. Relatedly, the LVFO Strategic Plan for 2016-2020 had the objective to establish an effective clearing house and data bank for fish and fishery products in the EAC. This had to be achieved through upgrading data base systems, manage security software; and development and maintenance of application systems for fisheries and aquaculture. Also, to address the problem of fragmented data and information, the centralized data management system linked with GIS was seen as being important. The effort to digitize the LVFO operational processes, systems and services will be continuous as the work and technological environment evolves. Currently, there is an ongoing consultancy to develop a Data and Information Sharing Policy as part of the digitization process.

### ***Monitoring and Evaluation***

The LVFO needs to strengthen its results-based monitoring, evaluation, and learning (RBMEL) system. The system will enable the organization to effectively track the implementation and results of its activities and systematically generate lessons for the organization's programmes.

### ***Partner States Delivery Capacity***

For the Partner States to implement the functions of the organization they require capacity strengthening to address the following gaps:<sup>6</sup>

- (i) Inadequate capacity to monitor and enforce compliance to harmonized policies.
- (ii) Weak linkages between research and management institutions.
- (iii) Inadequate capacity of national institutions for coordinated and effective promotion of competitive EAC fisheries and aquaculture development.

### ***LVFO relations with other Regional Water Bodies Authorities***

There are other regional institutional arrangements that are of great relevance to the development and management of the fisheries in the EAC and LVFO needs to collaborate with them for synergistic results. These include the Lake Victoria Basin Commission (LVBC) and Lake Tanganyika Authority (LTA). LVBC is the driving force for turning the Lake Victoria Basin into a real economic growth zone. On the other hand, the Lake Tanganyika Authority (LTA) was established in 2008 by the governments of Burundi, Democratic Republic of Congo, Tanzania, and Zambia to promote regional cooperation for socio-economic development and sustainable management of the natural resources in the Lake Tanganyika basin. The Convention on the Sustainable Management of Lake Tanganyika guide the LTA.

### ***3.10 Resources Mobilization***

The growing importance of the fisheries and aquaculture sector in the EAC has made the need for having increased resources for the Organization to support the development of the sector quite crucial. The LVFO has established basic capacity and strategic direction for supporting resources mobilization. These include institutional strategic and operational plans; a financial mobilization strategy (prepared in 2016); an experienced team to manage programmes and

resources; record of accomplishment in implementing big programmes and projects; unique position and role in the EAC; and, partner states subventions as per the LVFO establishment Convention. The organization has mobilized approximately 10 development partner funded projects and mobilized over 15 project staff to support the projects and the expanded scope and mandate.

LVFO being an organ of the EAC plans is set to operationalize the recently issued EAC Resource Mobilization and Partnerships Strategy (RMPS): 2021/22 – 2025/26. The RMPS is quite comprehensive and relevant to the needs of the LVFO.

### 3.11 Stakeholder Analysis

LVFO stakeholders are analysed in **Table 3.1** with a focus on the expectations on both sides.

**Table 3.1. LVFO Stakeholder Analysis**

Stakeholder	Stakeholder Expectations of LVFO	LVFO Expectations of Stakeholder
Multilateral agencies and Development Partners (COMESA, IUCN, WWF, GEF, FAO, EAC, AU, NEPAD, World Bank, GEF, ACP, USAID, GIZ, SIDA, JICA, CIDA, NORAD, World Fish, others).	<ul style="list-style-type: none"> <li>• Constructive and sustainable partnership for competitive regional fisheries and aquatic development.</li> <li>• Learning and adoption of best practices</li> <li>• Mutual alignment of agendas.</li> <li>• Greater focus of the LVFO on demonstration of results through implementation of impactful fisheries and aquaculture initiatives.</li> <li>• Prudent management of and accountability for resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to be important partners for supporting LVFO agendas.</li> <li>• Alignment with LVFO programme interests.</li> <li>• Increase project/programme funding and innovative technical support</li> </ul>
Lake Victoria Basins Commission (LVBC) and other water bodies management authorities	<ul style="list-style-type: none"> <li>• Clearer demarcation of roles and activities.</li> <li>• Cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• Clearer demarcation of roles and activities</li> <li>• Cooperation.</li> </ul>
Fisheries Research Institutes of EAC Partner States	<ul style="list-style-type: none"> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation.</li> </ul>
Fish Processors, Traders, Farmers and Fishermen	<ul style="list-style-type: none"> <li>• Strategic support to improve the enabling environment for profitable and sustainable fisheries and aquaculture activities in the EAC.</li> </ul>	<ul style="list-style-type: none"> <li>• Close collaboration</li> <li>• Adoption of improved practices.</li> </ul>
Beach Management Units	<ul style="list-style-type: none"> <li>• Support to become strong, functional institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Become effective link for reaching out to the fishers.</li> <li>• Close collaboration</li> </ul>

Stakeholder	Stakeholder Expectations of LVFO	LVFO Expectations of Stakeholder
Media	<ul style="list-style-type: none"> <li>• Increased organized availability of information on LVFO activities and on the fisheries and aquaculture in general</li> </ul>	<ul style="list-style-type: none"> <li>• Increased familiarity with LVFO activities.</li> <li>• Need for wider and more strategic sharing of information on the activities of the LVFO</li> </ul>

### 3.12 SWOC Analysis

A Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis of the LVFO is summarised in Table 3.2.

**Table 3.2: LVFO Strategic SWOC Analysis**

Strengths
<ol style="list-style-type: none"> <li>1. A well-established specialist EAC institution with a permanent secretariat.</li> <li>2. Existence of functional organs, skilled human resources, functional infrastructure and facilities and harmonized systems and instruments.</li> <li>3. Existence of policy organs which are directly linked to EAC decision making organs and are recognized by UN bodies.</li> <li>4. A well-established Regional Fisheries Management Organization (RFMO) recognized under UN Charter.</li> <li>5. Strong implementation of the principle of subsidiarity with agreements reached at regional level and implementation at National levels.</li> <li>6. Ability to secure and manage funding.</li> <li>7. Repository of historical and current data and information in fisheries and aquaculture.</li> </ol>
Weaknesses
<ol style="list-style-type: none"> <li>1. Inadequate institutional capacities (organization structure, human and material resources including limited operational space).</li> <li>2. Insufficient funding for fisheries and aquaculture programmes.</li> <li>3. Insufficient research and extension linkages</li> <li>4. Inadequate results-based monitoring and evaluation system.</li> </ol>
Opportunities
<ol style="list-style-type: none"> <li>1. Partner States and EAC political will and commitment to promoting the development of fisheries and aquaculture (blue economy).</li> <li>2. Existence of facilitative EAC legal, institutional and strategic framework particularly the 6th EAC Development Strategy.</li> <li>3. Lucrative Nile perch and other fisheries</li> <li>4. Demand for harmonization of fisheries and aquaculture instruments</li> <li>5. Growing availability of new technologies</li> <li>6. Existence of wide array of partners for the development of fisheries and aquaculture</li> </ol>

## Challenges

1. High national, regional, and international competition for resources.
2. High expectations on EAC institutions to align with the EAC strategic agendas.
3. Insufficient enforcement of fisheries regulations.
4. Uncertainty in availability of sufficient funding for LVFO operations.
5. Increased human population growth which puts pressure on the limited natural fisheries resources.
6. Existence of various critical challenges facing capture fisheries and aquaculture in the EAC.
7. High incidences of cross-cutting issues such as pollution and destruction to water bodies and their catchments
8. Expansion of scope and mandate as an EAC institution but retaining a restrictive name of Lake Victoria Fisheries Organization (LVFO) instead of an inclusive name such as East African Fisheries Organization (EAFO).

### 3.13 Strategic Issues

Based on the analysis in Chapters 2 and 3, the Strategic Plan for 2021/22 – 2025/26 centre on addressing the issues summarized in Table 3.4.

**Table 3.4: LVFO Strategic Issues**

Key Result Areas (KRAs)	Strategic Issues
1. Capture fisheries	<ol style="list-style-type: none"> <li>a. Eutrophication of Lake Victoria– challenging sustainable resource availability and sustainability</li> <li>b. Declining or dwindling of fish stocks such as Nile Perch</li> <li>c. Limited exploitation on all key strategic species including dagaa</li> <li>d. Existence of hidden harvests of Small-Scale Fisheries (SSFs)</li> <li>e. Inadequate harmonisation of regulatory frameworks and their enforcement</li> <li>f. Increasing Illegal, Unreported, Unregulated (IUU) fishing</li> <li>g. Inefficient harvesting technologies</li> <li>h. Lack of agreed suitable mesh size for harvesting Dagaa;</li> <li>i. Bycatch of other species in Dagaa fishery</li> <li>j. Poor handling, and processing</li> </ol>
2. Aquaculture	<ol style="list-style-type: none"> <li>a. Predominance of small scale or limited commercial oriented aquaculture</li> <li>b. Inadequate availability of quality fish feeds and seeds</li> <li>c. Resource use conflicts</li> <li>d. Limited understanding of the aquaculture business</li> <li>e. High aquaculture bio-security risks and other risks</li> <li>f. Multiplicity of roles and fees in establishing of cages</li> <li>g. Predominance of un-organized and un-monitored players in the aquaculture sector</li> </ol>

Key Result Areas (KRAs)	Strategic Issues
	<ul style="list-style-type: none"> <li>h. Limited information on aquaculture production zones</li> <li>i. Inadequate infrastructure to support commercial aquaculture;</li> <li>j. Unreliable statistics to guide development and management of aquaculture</li> <li>k. Weak capacity of technical staff, extension agents, and farmers;</li> <li>l. Inadequate financing</li> <li>m. Limited availability and accessibility of technical information</li> </ul>
3. Research and monitoring	<ul style="list-style-type: none"> <li>a. Inadequate availability, access, and uptake to research to inform various activities in the fish value chain</li> <li>b. Inadequate regular monitoring of fisheries</li> </ul>
4. Post-harvest handling, Value addition, quality assurance, trade, and marketing	<ul style="list-style-type: none"> <li>a. Limited formalization of fish trade (local, export)</li> <li>b. Limited attention to and investment in value addition (significant post-harvest losses. e.g., 40% of <i>dagaa</i> is lost)</li> <li>c. Low <i>per capita</i> fish consumption in the EAC</li> <li>d. Low quality of fish and fish products sold in local and regional markets within the EAC</li> <li>e. Limited product diversification</li> </ul>
5. Knowledge and information management and sharing	<ul style="list-style-type: none"> <li>a. Limited quantity and quality of data and its sharing and use</li> <li>b. Lack of fisheries and aquaculture database of Lake Victoria and aquaculture in the EAC</li> <li>c. Limited application of digital data collection tools for Aquaculture and Fisheries</li> </ul>
6. Human capacities in the sector	<ul style="list-style-type: none"> <li>• Inadequate availability of skilled people in certain areas</li> </ul>
7. Institutional capacities, collaborations and partnerships	<ul style="list-style-type: none"> <li>a. Weak institutions in some Partner States.</li> <li>b. Critical staff gaps at the LVFO Secretariat</li> <li>c. Inadequate office and operational space to accommodate projects in addition to expanded scope and mandate</li> <li>d. Inadequate linkages between LVFO and Universities and with other local research institutions</li> </ul>
8. Resource mobilization	<ul style="list-style-type: none"> <li>a. Inadequate availability of resources for the Sector and LVFO operations</li> <li>b. Limited capacity in project preparation and resource mobilization;</li> <li>c. Inadequate mobilization of development partners to support the fisheries and aquaculture production</li> </ul>
9. Cross cutting issues	<ul style="list-style-type: none"> <li>a. Pollution of water bodies and their catchments</li> <li>b. Global warming associated with climate change</li> <li>c. Prevalence of poverty remains an issue in fisheries communities</li> <li>d. Gender and youth issues in capture fisheries and aquaculture</li> <li>e. Persistence of high incidences of HIV/ AIDs, and related water borne diseases among fisher communities;</li> <li>f. The impact of Covid-19 pandemic on fisher communities</li> </ul>

## 4 STRATEGIC PLAN: 2021/22 – 2025/26

### 4.1 LVFO Vision, Mission, Goal and Core Values

#### Vision

A competitive and inclusive fisheries and aquaculture industry for enhanced wealth creation and food security through harmonized, coordinated and progressive regional measures

The LVFO vision is aligned with the EAC vision<sup>7</sup> which is: “to be a Prosperous, Competitive, Secure, Stable and Politically United East Africa.”

#### Mission

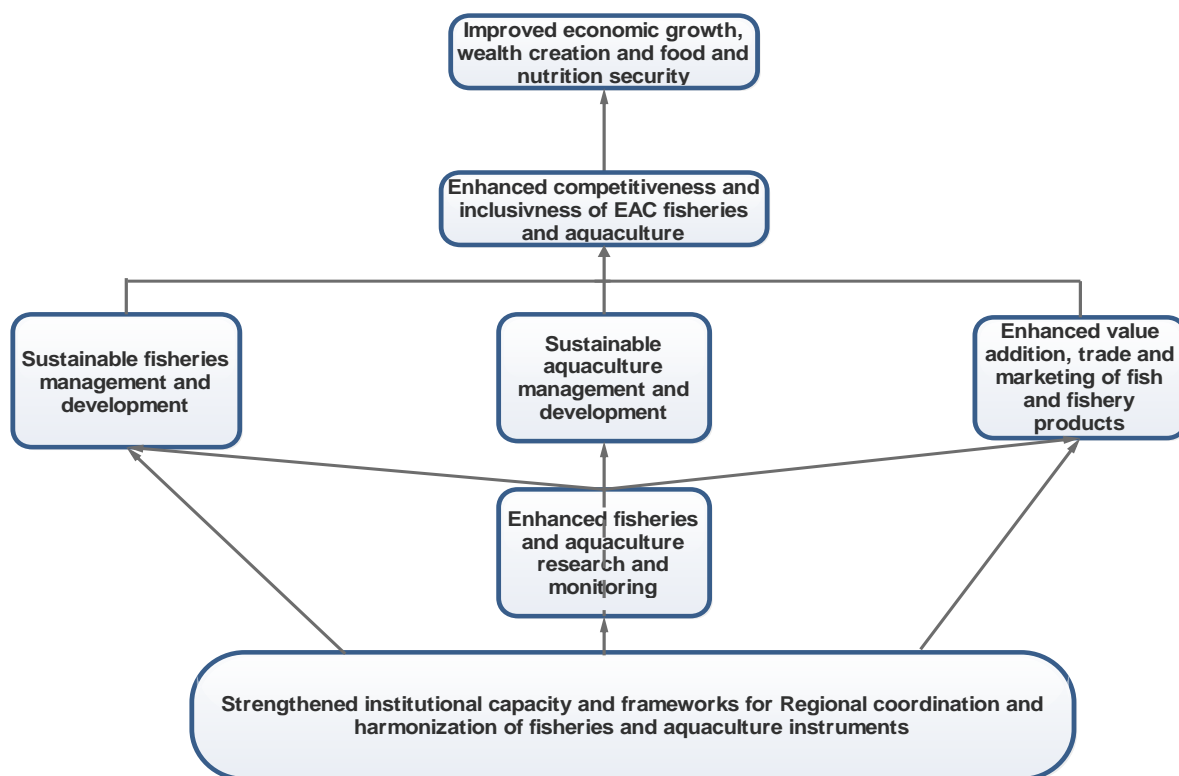
To promote and coordinate the sustainable management and development of fisheries and aquaculture in the East African Community for food security and wealth creation

In line with the EAC, LVFO is guided by six core values in accomplishing its vision, mission, and functions:

Professionalism; Accountability; Transparency; Teamwork; Unity in diversity; and Allegiance to the EAC ideals

### 4.2 Theory of Change

The theory of change underpinning the LVFO Strategic Plan for 2021/22 – 2025/26 is summarised in **Figure 4.1**. LVFO aims to contribute in making the fisheries and aquaculture sector in the EAC region more competitive, profitable, and inclusive in a way that results in increased wealth creation, food, and nutrition security. Its efforts will centre on promoting a regionally coordinated and harmonized manner – sustainable fisheries management development; sustainable aquaculture management and development; and enhanced value addition, trade and marketing of fish and fishery products. LVFO’s efforts in these areas will as much as possible be based on research evidence and data. Consequently, the organization will likewise promote increased fisheries and aquaculture research and monitoring. Finally, to create a more holistic enabling environment, the Organization will further strengthen institutional capacities and frameworks for Regional coordination and harmonization of fisheries and aquaculture instruments.



**Figure 4.1: Theory of Change**

### 4.3 Strategic Goal, KRAs, Objectives, Initiatives, Outcomes and Activities

The overall strategic goal of the Strategic Plan for 2021/22 – 2025/26 is to increase the competitiveness, productivity, and inclusiveness of the EAC fisheries and aquaculture industry and the delivery performance of LVFO.

The strategic goal will be realised through the Key Results Areas (KRAs), objectives, initiatives, outcomes, and activities presented in Table 4.1. They have been developed to respond to the various critical issues analysed in Chapters 2 and 3 and to include all strategic interventions in the 6<sup>th</sup> EAC Development Strategy allocated to the LVFO for implementation (See Box 4.1).

**Box 4.1: Strategic Interventions in the 6<sup>th</sup> EAC Development Strategy for implementation by the LVFO**

1. Strengthen Integrated Fisheries Management and Development - Reverse the declining fish catches by 2025;
2. Promote and support aquaculture management and development - Promote investment in commercial aquaculture and effective bio-security measures by 2025;
3. Strengthen quality assurance, trade and marketing of fish and fishery products - Promote value addition, market access, and strengthen official controls by 2025;
4. Strengthen Institutional Capacity and Governance - Promote co-management in fisheries by 2025
5. Strengthen fisheries and aquaculture resource monitoring and research;
6. Strengthen dissemination of scientific information to support evidence-based decision-making process;



7. Enhance knowledge management, information sharing, awareness creation and participation of the East African citizens on fish matters;
8. Enhance value addition of key commercial fish species by 15; and,
9. Transform LVFO into East African Fisheries Organization by 2023.

**Table 4.1 Strategic Plan (2021/22 – 2025/26) Matrix: Goals, Objectives, Initiatives, Outcomes and Main Activities**

<b><i>KRA1: Promote Sustainable Fisheries Management and Development</i></b>			
<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
<b><i>Strengthen Monitoring, Control and Surveillance on all water bodies</i></b>	<ul style="list-style-type: none"> <li>Strengthen MCS capacity and regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Reduced illegalities</li> </ul>	<ul style="list-style-type: none"> <li>Develop and promote a multi-pronged approach to the eradication of illegal fishing gears</li> <li>Improve harmonization of MCS laws, regulations, and guidelines</li> <li>Strengthen the capacity of MCS/enforcement agencies and BMUs to respond to illegalities</li> </ul>
<b><i>Promote harmonization and enforcement of regional fisheries instruments</i></b>	<ul style="list-style-type: none"> <li>Promote harmonization and enforcement of fisheries instruments</li> </ul>	<ul style="list-style-type: none"> <li>Increased coordination and effectiveness of fisheries instruments</li> </ul>	<ul style="list-style-type: none"> <li>Promote the ecosystem-based-approach in harmonization of instruments</li> <li>Strengthen monitoring Partner States' compliance to harmonized regional policies and regulations.</li> <li>Establish Regional regulations on fish maws, controlling fishing effort, post-capture activities and other aspects.</li> <li>Promote establishment of regional oversight bodies, e.g., EAFPEA</li> <li>Develop Regional guidelines on promoting women and youth inclusion and scaling-up environment and climate change management interventions in capture fisheries</li> </ul>
<b><i>Promote protection of the fisheries resources</i></b>	<ul style="list-style-type: none"> <li>Strengthen protection of fisheries resources</li> </ul>	<ul style="list-style-type: none"> <li>Reduced pollution levels and invasive genetics</li> <li>Increased levels and diversity of fish stocks</li> </ul>	<ul style="list-style-type: none"> <li>Develop Species – Specific Regional Management Plans</li> <li>Develop a multisectoral engagement and collaboration to address pollution</li> <li>Develop and implement Fishing Access Rights, Restrictions and Licencing</li> <li>Develop a Regional initiative to promote alternative livelihoods and savings culture in the fishing communities</li> </ul>

Strategic Objective	Initiatives	Outcomes	Main Activities
			<ul style="list-style-type: none"> <li>Develop/improve management guidelines to address algae blooms, invasive weeds and species, bio-security and protect critical habitats</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a special initiative on Small Scale Fisheries (SSF)</li> </ul>	<p>Increased appreciation of the value of SSF</p>	<ul style="list-style-type: none"> <li>Develop and implement Regional guidelines for SSF</li> <li>Partner with FAO to develop and implement a Regional SSF initiative &amp; National Partner States' SSF Actions (NPAs)</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen co-management arrangements for all water bodies</li> </ul>	<ul style="list-style-type: none"> <li>Increased sense of community ownership of the resource</li> </ul>	<ul style="list-style-type: none"> <li>Review and strengthen Regional guidelines on co-management arrangements and practices.</li> <li>Develop a Regional initiative to strengthen co-management structures (BMUs)</li> </ul>
	<ul style="list-style-type: none"> <li>Improve availability of data on the status of species and stocks</li> </ul>	<ul style="list-style-type: none"> <li>Increased quality of decisions and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Carry-out coordinated periodic stock assessments.</li> </ul>
	<ul style="list-style-type: none"> <li>Promote climate change interventions</li> </ul>	<ul style="list-style-type: none"> <li>Increased mitigation of and adaption to climate change in fisheries and aquaculture activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop Regional guidelines to mainstream climate change in the fisheries development agenda.</li> <li>Develop and implement an initiative to promote mainstreaming of climate change in all fisheries and aquaculture programming in the Partner States</li> </ul>

***KRA2: Promote Sustainable Aquaculture Management and Development***

Strategic Objective	Initiatives	Outcomes	Main Activities
<b><i>Enhance and align regional and partner states aquaculture instruments</i></b>	<ul style="list-style-type: none"> <li>• Strengthen aquaculture instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Increased coordinated development of the EAC aquaculture industry</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Regional framework for promoting an ecosystem approach to aquaculture.</li> <li>• Harmonize aquaculture policies, regulations, strategic plans, guidelines, and standards (<i>pond farming, fish feeds, fish seeds, farmer associations, quality assurance of aquaculture products, etc.</i>)</li> <li>• Establish Regional system for registration and monitoring of all players in the aquaculture sector</li> <li>• Develop Regional guidelines on promoting women and youth inclusion and scaling-up environment and climate change management interventions in aquaculture</li> </ul>
<b><i>Promote increased awareness on aquaculture in the EAC</i></b>	<ul style="list-style-type: none"> <li>• Improve availability of aquaculture information</li> </ul>	<ul style="list-style-type: none"> <li>• Increased actors' understanding and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Map suitable aquaculture areas as well as business and investment opportunities in the EAC aquaculture value chain</li> <li>• Undertake periodic aquaculture social economic surveys</li> <li>• Develop a Regional initiative to promote aquaculture and impart skills to value chain actors</li> </ul>
<b><i>Support sustainable and climate smart commercial aquaculture development investments in the EAC</i></b>	<ul style="list-style-type: none"> <li>• Strengthen/promote aquaculture technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased production and productivity of aquaculture</li> </ul>	<ul style="list-style-type: none"> <li>• Support improved local availability and application of suitable aquaculture inputs/technologies (fish feed, fish seeds)</li> <li>• Develop Regional strategy to encourage investments into bulk production of quality fish feed.</li> <li>• Develop and implement a safe stock replenishment initiative for suitable EAC water bodies.</li> </ul>

***KRA3: Promote Value Addition, Trade and Marketing of Fish and Fishery Products***

<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
<b><i>Promote value addition in fisheries and aquaculture</i></b>	<ul style="list-style-type: none"> <li>Promote increased private sector investments into value addition</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of fish processing industries</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to remove barriers to investments in value addition</li> <li>Develop a regional database to support investments in value addition</li> </ul>
	<ul style="list-style-type: none"> <li>Promote increased utilization of fisheries industrial capacities</li> </ul>	<ul style="list-style-type: none"> <li>Increased utilization of existing industrial capacity</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a coordinated Regional strategy to promote optimal utilization of the existing fish processing capacity.</li> </ul>
	<ul style="list-style-type: none"> <li>Promote artisanal fish processing</li> </ul>	<ul style="list-style-type: none"> <li>Increased quality and marketability of artisanal fishery products.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Regional standards, guidelines, and system for registration of artisanal processors.</li> <li>Work closely with BMUs to fast-track adherence to harmonized regulations for artisanal processors.</li> <li>Develop a Regional program to support artisanal processors (innovations, technologies, etc.)</li> </ul>
<b><i>Promote quality assurance of fish and fishery products</i></b>	<ul style="list-style-type: none"> <li>Establish world class certification of EAC fish and fishery products</li> </ul>	<ul style="list-style-type: none"> <li>Increased exports of EAC fish and fishery products</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a programme on certification of EAC fisheries with Standards of Marine Stewards Council (MSC)</li> </ul>
	<ul style="list-style-type: none"> <li>Support establishment of quality assurance and control facilities in Partner States</li> </ul>	<ul style="list-style-type: none"> <li>Increased quality of fish and fishery products</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Partner States in the development of quality assurance and control facilities.</li> </ul>

<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
	<ul style="list-style-type: none"> <li>Promote the development of quality mindset and practices</li> </ul>	<ul style="list-style-type: none"> <li>Increased adherence of quality practices along the value chain.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Regional guidelines for value chain actors on fish safety quality, product development, and international fish trade.</li> <li>Capacity building of fisheries inspectors on harmonized fisheries and aquaculture border inspection manual in EAC.</li> <li>Establish Regional framework for coordinated fish and fish products quality monitoring.</li> </ul>
<i>Promote trade and marketing of fish and fishery products</i>	<ul style="list-style-type: none"> <li>Promote expanded fish and fish products trade and marketing</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenues from internal and external fish trade</li> </ul>	<ul style="list-style-type: none"> <li>Establish/Implement a Regional programme for fish and fishery products marketing; private sector investment in fisheries cold chain system; and promotion of local consumption of fish.</li> <li>Establish regional digital marketing platform for the fisheries and aquaculture value chain</li> <li>Establish a Regional system of traceability of fish and fishery products and guidelines for fish grade packaging and branding</li> </ul>

***KRA4: Enhance Fisheries and Aquaculture Research and Resource Monitoring***

<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
<i>Strengthen the EAC framework and capacity for fisheries and aquaculture research and resource monitoring</i>	<ul style="list-style-type: none"> <li>Establish guiding instruments for research and resource monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Improved quantity, quality and relevance of research</li> <li>Increased effectiveness of resource monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Develop Regional fisheries and aquaculture research and resource monitoring plans in line with the EAC Resource Mobilization and Partnerships Strategy</li> <li>Develop Regional fisheries and aquaculture research agenda</li> </ul>

<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
<i>Increase relevant fisheries and aquaculture research and resource monitoring</i>	<ul style="list-style-type: none"> <li>• Increase strategic research and resource monitoring outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Increased availability of harmonized research results and resource monitoring data</li> </ul>	<ul style="list-style-type: none"> <li>• Support the development of national fisheries research and resource monitoring institutions/capacities</li> <li>• Establish a system for period identification of the policy, management and industry issues needing research</li> <li>• Establish a framework for joint development, funds sourcing and undertaking of increased research in EAC</li> <li>• Undertake periodic catch, frame, socio-economic assessments</li> <li>• Promote and support aquaculture research (fish feeds, fish feed production technologies, brood stock, fish seeds, etc.)</li> </ul>
<i>Increase dissemination and sharing of fisheries and aquaculture research results</i>	<ul style="list-style-type: none"> <li>• Establish a robust research information sharing platform</li> </ul>	<ul style="list-style-type: none"> <li>• Increased availability of research information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a harmonised Regional system of collection providing fisheries statistics</li> <li>• Strengthen Regional research information sharing system</li> </ul>

***KRA5: Strengthen LVFO Delivery Capacity***

<b>Strategic Objective</b>	<b>Initiatives</b>	<b>Outcomes</b>	<b>Main Activities</b>
<b>Strengthen LVFO Secretariat</b>	<ul style="list-style-type: none"> <li>• Develop a road map for LVFO to be transformed to EAFO</li> </ul>	<ul style="list-style-type: none"> <li>• Increased clarity of the nature and modalities for the transition</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an agreed framework for changing from LVFO to EAFO and mainstreaming the Organization in the EAC.</li> </ul>
	<ul style="list-style-type: none"> <li>• Strengthen LVFO Secretariat organizational and operational systems</li> </ul>	<ul style="list-style-type: none"> <li>• Increased operational efficiency and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Review the LVFO Secretariat structure to promote value addition, marketing and trade of fisheries and aquaculture in the EAC</li> <li>• Recruit to fill existing staffing gaps</li> <li>• Review LVFO operational policies, procedures, and practices to ensure equitable and transparent involvement of Partner States.</li> </ul>

Strategic Objective	Initiatives	Outcomes	Main Activities
	<ul style="list-style-type: none"> <li>Strengthen collaboration with likeminded institutions</li> </ul>	<ul style="list-style-type: none"> <li>Increased complementarity of efforts</li> </ul>	<ul style="list-style-type: none"> <li>Establish a comprehensive result-based monitoring, evaluation and learning system.</li> <li>Build/expand office space at the Secretariat to accommodate the expansion of activities</li> <li>Develop and implement a plan to engage with other stakeholders (Development Partners, Community-Based Organizations, Non-Government Organizations and Private Sector Organizations)</li> </ul>
<b>Strengthen Partner States' Delivery Capacity</b>	<ul style="list-style-type: none"> <li>Promote effective implementation of all harmonized policies across EAC.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced positive impact of regulatory frameworks on the sector.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement effective Regional monitoring and reporting mechanism for all harmonised policies</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen linkages between research and management institutions/other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Increased uptake of research in decisions and activities of the sector</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Regional system/platform to facilitate linkages between sector actors/stakeholders (including LVFO, management institutions, research institutions, universities, fishers, aquaculture farmers, inputs suppliers, fish processors, marketers, NGOs, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen BMU and related networks across EAC.</li> </ul>	<ul style="list-style-type: none"> <li>Increased operational efficiency and positive impacts in fisheries on the ground</li> </ul>	<ul style="list-style-type: none"> <li>Develop capacities of the BMU and related networks</li> <li>Establish an online platform for LVFO/Partner States engagement with and monitoring of BMUs and related networks.</li> </ul>
	<ul style="list-style-type: none"> <li>Support coordinated skills development for</li> </ul>	<ul style="list-style-type: none"> <li>Increased availability of skilled human</li> </ul>	<ul style="list-style-type: none"> <li>Support Partner States to build effective skills for the fisheries and aquaculture</li> </ul>



Strategic Objective	Initiatives	Outcomes	Main Activities
	the fisheries and aquaculture	resources in line with market demands.	<ul style="list-style-type: none"> <li>• Establish Regional fisheries and aquaculture sector skilled human resources database</li> </ul>
<b>Improve LVFO/Partner States knowledge management and information sharing</b>	<ul style="list-style-type: none"> <li>• Strengthen LVFO/Partner States' knowledge and information management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Increased wide availability and sharing of fisheries and aquaculture knowledge and information</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen LVFO clearing house, data bank/centres and other platforms for knowledge management and information sharing products in the EAC.</li> </ul>
<b>Improve Sector and LVFO financial capacity and sustainability</b>	<ul style="list-style-type: none"> <li>• Strengthen Partner States Partner States resources mobilization capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Increased availability of financial resources for the fisheries and aquaculture sector in LVFO Partner States.</li> </ul>	<ul style="list-style-type: none"> <li>• Support Partner States to strengthen resource mobilization strategies and capacity building.</li> <li>• Develop guidelines to support Management and Research institutions to leverage existing assets for revenue generation</li> <li>• Develop Regional public-private partnership framework/guidelines.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improved LVFO Secretariat resources mobilization capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced financial sustainability of the LVFO Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Develop resource mobilization plan to implement the strategic plan</li> <li>• Develop and implement new/ renewed innovative funding sources.</li> <li>• Enhance the visibility and publicity of LVFO activities</li> <li>• Strengthen Secretariat capacity for effective resource mobilisation</li> <li>• Strengthen Secretariat capacity for Resource Mobilisation (staffing, skills, planning, implementation, and M&amp;E).</li> <li>• Mobilize funding for integrated Regional flagship programmes and projects</li> </ul>

#### 4.4 Risks and Risk Mitigation Strategies

**Table 4.2** analyses the risks expected to face implementation of the Strategic Plan and respective mitigation measures.

**Table 4.2 Assessment of the Major Risks to the Strategic Plan**

No	Risk	Probability of Occurrence	Mitigation
1	Capacity gaps	H	The Plan has measures for addressing capacity gaps at the Secretariat and in Some Partner States
2	Speed of enforcing harmonized policies and regulations in Partner States	M	The Organization will establish a mechanism for monitoring and reporting on the implementation of the harmonized policies and regulations in Partner States. Issues that will be noted will be taken up at the Regional level.
3	Inadequate resources for the fisheries and aquaculture sector and for LVFO operations	H	LVFO will operationalize the Resources Mobilization and Partnerships Strategy of the EAC as a major effort to enhance the availability of resources.

## 5 BUDGET, IMPLEMENTATION, MONITORING & EVALUATION

### 5.1 Introduction

The chapter outlines how implementation, monitoring and evaluation of the Strategic Plan will be done. It shows how the results envisaged in the plan will be measured. It presents the Plan's linkage with the 6<sup>th</sup> EAC Development Strategy, Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan, and Reporting Plan.

## 5.2 Budget of the Plan

Table 5.1 provided the indicative costs for implementing the strategic plan. The five-year cost of the plan is estimated to be about US\$ 29 million.

**Table 5.1 Five Year Indicative Costing in USD (2021/22-2025/26)**

Strategic Objectives	Initiatives	2021/22	2022/23	2023/24	2024/25	2025/26	5 YEAR TOTAL
<i>KRAI: Promote Sustainable Fisheries Management and Development</i>							
Strengthen Monitoring, Control and Surveillance on all water bodies	Strengthen MCS capacity and regulatory frameworks	43,923	48,315	53,146.8 3	58,462	64,308	268,154
Promote harmonization and enforcement of regional fisheries instruments	Promote harmonisation and enforcement of fisheries instruments	29,282	32,210	35,431.2 2	38,974	42,872	178,770
Promote protection of the fisheries resources	Strengthen protection of fisheries resources	23,426	25,768	28,344.9 8	31,179	34,297	143,016
	Establish a special initiative on Small Scale Fisheries (SSF)	35,138	38,652	42,517.4 6	46,769	51,446	214,523
	Strengthen co-management arrangements for all water bodies	58,564	64,420	70,862.4 4	77,949	85,744	357,539
	Improve availability of data on the status of species and stocks	73,205	80,526	88,578.0 5	97,436	107,179	446,924
	Promote climate change interventions	29,282	32,210	35,431.2 2	38,974	42,872	178,770

Strategic Objectives	Initiatives	2021/22	2022/23	2023/24	2024/25	2025/26	5 YEAR TOTAL
	<i>Sub-total sustainable fisheries management and Development</i>	292,820	322,102	354,312	389,743	428,718	1,787,695
<b><i>KRA2: Promote Sustainable Aquaculture Management and Development</i></b>							
Enhance and align regional and partner states aquaculture instruments	Strengthen aquaculture instruments	105,415	115,957	127,552.39	140,308	154,338	643,570
Promote increased awareness on aquaculture in the EAC	Improve availability of aquaculture information	52,708	57,978	63,776.20	70,154	77,169	321,785
Support sustainable and climate smart commercial aquaculture development investments in the EAC	Strengthen/promote aquaculture technologies	105,415	115,957	127,552.39	140,308	154,338	643,570
	<i>Sub-total sustainable Aquaculture management and Development</i>	263,538	289,892	318,881	350,769	385,846	1,608,926
<b><i>KRA3: Enhance Fisheries and Aquaculture Research and Resource Monitoring</i></b>							
Strengthen the EAC framework and capacity for fisheries and aquaculture research and resource monitoring	Establish guiding instruments for research and resource monitoring	1,288,408	1,417,249	1,558,973.7	1,714,871	1,886,358	7,865,860
Increase relevant fisheries and aquaculture research and resource monitoring	Increase strategic research and resource monitoring outputs	966,306	1,062,937	1,169,230.3	1,286,153	1,414,769	5,899,395
Increase dissemination and sharing of fisheries and aquaculture research results	Establish a robust research information sharing platform	966,306	1,062,937	1,169,230.3	1,286,153	1,414,769	5,899,395
	<i>Sub-total Sustainable fisheries and Aquaculture</i>	3,221,020	3,543,122	3,897,434	4,287,178	4,715,895	19,664,649

Strategic Objectives	Initiatives	2021/22	2022/23	2023/24	2024/25	2025/26	5 YEAR TOTAL
	<i>research and Resource monitoring</i>						
<b><i>KRA4: Promote Value addition, Trade and Marketing of Fish and Fishery Products in the EAC</i></b>							
Promote value addition in fisheries and aquaculture	Promote increased private sector investments into value addition	11,244	12,369	13,606	14,966	16,463	68,648
	Promote increased utilization of fisheries industrial capacities	11,244	12,369	13,606	14,966	16,463	68,648
	Promote artisanal fish processing	18,740	20,615	22,676	24,944	27,438	114,413
Promote quality assurance of fish and fishery products	Support establishment of quality assurance and control facilities in Partner States	11,244	12,369	13,606	14,966	16,463	68,648
	Promote the development of quality mind-set and practices	7,496	8,246	9,070	9,977	10,975	45,765
Promote trade and marketing of fish and fishery products	Promote expanded fish and fish products trade and marketing	14,992	16,492	18,141	19,955	21,950	91,530
	<i>Sub-total Value addition, trade and marketing of Fishery products</i>	<i>74,962</i>	<i>82,458</i>	<i>90,704</i>	<i>99,774</i>	<i>109,752</i>	<i>457,650</i>
<b><i>KRA5: Strengthen LVFO Delivery Capacity</i></b>							
Strengthen LVFO Secretariat	Develop a road map for LVFO to be transformed to EAFO	105,415	115,957	127,552	140,308	154,338	643,570

Strategic Objectives	Initiatives	2021/22	2022/23	2023/24	2024/25	2025/26	5 YEAR TOTAL
	Strengthen LVFO Secretariat organizational and operational systems	105,415	115,957	127,552	140,308	154,338	643,570
	Strengthen collaboration with likeminded institutions	70,277	77,304	85,035	93,538	102,892	429,047
Strengthen Partner States' Delivery Capacity	Promote effective implementation of all harmonised policies across EAC.	87,846	96,631	106,294	116,923	128,615	536,309
	Strengthen linkages between research and management institutions/other stakeholders	87,846	96,631	106,294	116,923	128,615	536,309
	Strengthen BMU and related networks across EAC.	105,415	115,957	127,552	140,308	154,338	643,570
	Support coordinated skills development for the fisheries and aquaculture	87,846	96,631	106,294	116,923	128,615	536,309
Improve LVFO/Partner States knowledge management and information sharing	Strengthen LVFO/Partner States' knowledge and information management systems	87,846	96,631	106,294	116,923	128,615	536,309
Improve Sector and LVFO financial capacity and sustainability	Strengthen Partner States Partner States resources mobilisation capacity	70,277	77,304	85,035	93,538	102,892	429,047
	Improved LVFO Secretariat resources mobilisation capacity	70,277	77,304	85,035	93,538	102,892	429,047
	<i>Sub-total LVFO Delivery Capacity</i>	<i>878,460</i>	<i>966,306</i>	<i>1,062,937</i>	<i>1,169,230</i>	<i>1,286,153</i>	<i>5,363,086</i>

<b>Strategic Objectives</b>	<b>Initiatives</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>5 YEAR TOTAL</b>
	<b>Grand Total</b>	<b>4,730,800</b>	<b>5,203,880</b>	<b>5,724,268</b>	<b>6,296,695</b>	<b>6,926,364</b>	<b>28,882,007</b>

### 5.3 Implementation

*Prioritization of the strategic objectives, initiatives and activities under each goal:* This will be done from the onset of the Plan, considering the budgetary resources available and will be reviewed before each subsequent year. Close consultations between the LVFO Secretariat and Partner States will be ensured.

*Cascading of strategic objectives, initiatives, and activities under each goal:* This will be done once prioritization has been done and will entail two steps: Preparation of Annual Plans and Budgets; and assignment of the activities in the Annual Plans and Budgets to the LVFO Secretariat departments and units and to Research and Management Institutions in the LVFO Partner States.

*Co-ordination:* The implementation of this Strategic Plan will be under the overall co-ordination of the LVFO Executive Secretary in close collaboration with the LVFO Partner States.

*Resource Mobilization:* Effective implementation of the Strategic Plan require robust efforts to continuously enhance resources mobilization for the development of fisheries and aquaculture in the Partner States and to support the activities of the LVFO.

### 5.4 Results Framework

The Results Framework for the Strategic Plan is presented in **Table 5.2**. It shows the overall development objective and the KRAs, outcomes, and outcome indicators. The indicators in the matrix will be used to track progress towards achieving intermediate outcomes and objectives. Informed by the 6<sup>th</sup> EAC Development Strategy, LVFO's development objective is:

To increase the competitiveness and inclusiveness of the EAC fisheries and aquaculture industry for enhanced wealth creation, food and nutrition security



**Table 5.2 LVFO Strategic Plan’s Results Framework Matrix**

<b>Development Objective: To increase the competitiveness and inclusiveness of the EAC fisheries and aquaculture industry for enhanced wealth creation, food and nutrition security</b>			
<b>KRA code</b>	<b>KRA description</b>	<b>Key outcomes</b>	<b>Outcome Indicator</b>
1.	<i>Promote Sustainable Fisheries Management and Development in the EAC</i>	<ul style="list-style-type: none"> <li>• Reduced illegalities</li> <li>• Reduced invasive genetics</li> <li>• Increased levels and diversity of fish stocks</li> </ul>	<ul style="list-style-type: none"> <li>• % of fishers using acceptable gear by major water body</li> <li>• Pollution levels by major water body</li> <li>• Extent of invasive genetics by major water body</li> <li>• Stock levels by species</li> <li>• Fish diversity by major water body</li> </ul>
2.	<i>Promote Aquaculture Management and Development in the EAC</i>	<ul style="list-style-type: none"> <li>• Increased coordinated development of the EAC aquaculture industry</li> <li>• Increased production and productivity of aquaculture</li> </ul>	<ul style="list-style-type: none"> <li>• Number of aquaculture farmers</li> <li>• Aquaculture productivity levels</li> <li>• Average aquaculture farmer revenues</li> </ul>
3.	<i>Enhance Fisheries and Aquaculture Research and Resource Monitoring in the EAC</i>	<ul style="list-style-type: none"> <li>• Improved quantity and relevance of research</li> <li>• Increased availability of relevant resource monitoring data</li> <li>• Increased update of research results and monitoring data in fisheries and aquaculture decision making</li> </ul>	<ul style="list-style-type: none"> <li>• % annual increase in fisheries and aquaculture research funding to LVFO</li> <li>• Number of new research projects per year</li> <li>• % water bodies in the Partner States under periodic resource monitoring</li> <li>• % of fisheries and aquaculture Managers in Partner States satisfied with access to relevant research results and resource monitoring data</li> </ul>

KRA code	KRA description	Key outcomes	Outcome Indicator
			<ul style="list-style-type: none"> <li>• % of fisheries and aquaculture decisions by LVFO Partner States informed by research results and resource monitoring data</li> </ul>
4.	<p><i>Promote Value addition, Trade and Marketing of Fish and Fishery Products in the EAC</i></p>	<ul style="list-style-type: none"> <li>• Increased number of fish processing industries</li> <li>• Increased utilization of existing industrial capacity</li> <li>• Increased quality and marketability of artisanal fishery products.</li> <li>• Increased exports of EAC fish and fishery products</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new fish processing industries (disaggregated – micro, small, medium and large)</li> <li>• % utilization of industrial capacity</li> <li>• % of artisanal fishers engaged in certified processing</li> <li>• % annual increase in EAC fish and fishery products</li> </ul>
5.	<p><i>Strengthen LVFO Delivery Capacity</i></p>	<ul style="list-style-type: none"> <li>• Increased LVFO operational efficiency and performance</li> <li>• Enhanced financial sustainability of the LVFO</li> </ul>	<ul style="list-style-type: none"> <li>• % operational functions computerised</li> <li>• % critical staffing gaps filled</li> <li>• % activities in the Strategic Plan fully implemented</li> <li>• % LVFO budget funded</li> <li>• Increased amount of funds mobilized</li> </ul>

## 5.5 Indicator Monitoring Plan

A detailed monitoring plan will be prepared at the start of the implementation of the Strategic Plan to support the monitoring of all the outcome indicators, (i.e., of the Results Framework). The monitoring plan will be a matrix with the format presented in Table 5.3 and will consist of all the key outcome-level indicators in Table 5.2, indicator description, indicator baseline and targets values, data collection and methods of analysis, indicator reporting frequencies and the responsible officers who will be responsible for data collection, analysis, and reporting. Every year the actual values of the indicators will be established and compared to both the target and baselines values.

**Table 5.3 Format of the SP Indicator Monitoring Plan**

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of			Means of Verification	Frequency of	Responsibility of Data	
			Date	Value	2021	2022	2023	2024	2025	Data Source	Data Collection	Frequency of Data Collection				

## 5.6 Planned Reviews and Milestones

The existing statutory meetings of the Organization will be used to review the progress in implementing the Strategic Plan as cascaded into annual plans and budgets. To facilitate the reviews, key milestones to be achieved at the end of each financial year will be set for initiative in the Strategic Plan. The progress on implementation of the milestones will be reviewed periodically by the review meetings.

## 5.7 Evaluation Plan

Two major evaluations of the Strategic Plan will be conducted during the five-year period – a mid-term evaluation and review and an end line evaluation. Both of them will follow the OECD principles of evaluation.

## 5.8 Reporting

The progress in implementing the Strategic Plan will be reporting in all major internal and external reporting of the Organization.

## 5.9 Review of the Strategic Plan

The Strategic Plan will be reviewed twice during the five-year period based on the findings of the mid-term and end-line evaluations. Furthermore, minor reviews and adjustments may be done depending on prevailing factors including level of satisfaction with delivery based on M&E reports and the need to respond to new and emerging critical issues.

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