

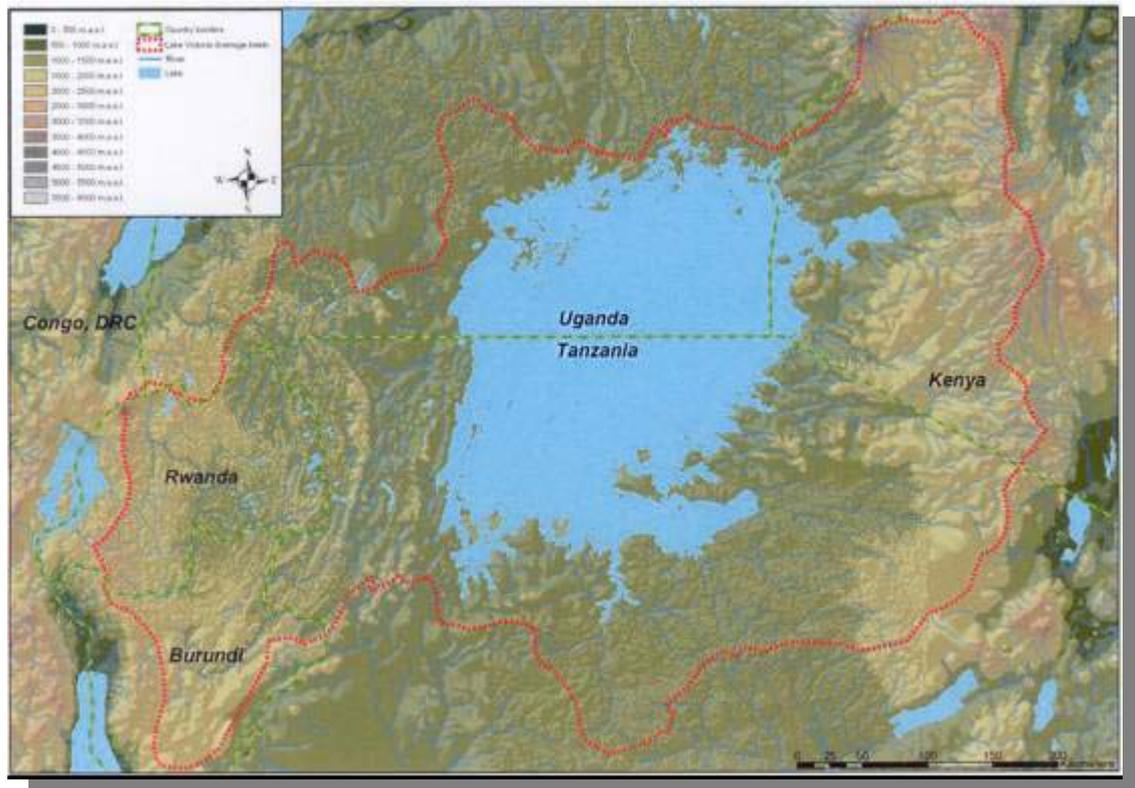


The Vision and Strategy Framework for Management and Development of Lake Victoria Basin

EXECUTIVE SUMMARY

Background

Lake Victoria is the world's second largest fresh-water lake and the largest in Africa, with a surface area of 68,800 km². The Lake basin area covers 193,000 km² with Tanzania occupying 44 per cent, Kenya 22 per cent, Uganda 16 per cent, Burundi 7 per cent and Rwanda 11 per cent. The size of the lake makes it a critical determinant of weather and climate in the region. Lake Victoria Basin has a population of about 30 million people of which approximately 25 million live in the three riparian states. i.e. about 30 % of the total population of the three countries (Kenya, Tanzania and Uganda).



The Lake Victoria Basin and its boundaries, including elevations.

More than 80% of the populations in the Lake basin are engaged in agricultural production, the majority as small scale farmers and livestock owners producing maize and cash crops such as sugar, tea, coffee, cotton and meat. The fish resources of the lake sustain – directly or indirectly – livelihood for about 3 million people engaged in subsistence, artisanal and commercial fishing. The fisheries are very important as a source for foreign exchange earnings with an annual landed value of 300-400 million USD.

At the same time the lake is the final recipient of human and industrial wastes and eroded soils from natural and human-initiated processes in the basin. The multiple activities in the Lake basin have increasingly come into conflict with one another due to several negative trends and driving forces, often working in combination. Some major threats are:

- *Ecological degradation* (contamination, pollution, land/forest degradation, biodiversity degradation, introduction of exotic species e.g.)
- *high population pressure* in the Lake basin
- *Widespread poverty* is found throughout the Lake basin
- *High mortality rates* (due to for example tuberculosis and malaria)
- *High incidences of HIV/AIDS*.

The Lake Victoria Basin is considered one of the most important shared natural resource by the Partner States of East Africa. Initially, much of the donor interest focused mainly on the lake, fisheries and fisheries management, ecology, biology, hydrology, water pollution and related natural science concerns. Over time a growing understanding emerged of the need to co-ordinate the many fragmented projects in the area. Despite this, there was weak regional policy framework and lack of agreements on management of the common resources in the lake basin. This resulted in increased level of interest to jointly develop and manage the resources to secure its ecological and economic health.

Joint management of Lake Victoria Basin as a shared ecosystem can be traced back to the recommendations in Agenda 21, following the Rio Summit of 1992. Informal discussions started immediately after the United Nations Conference on Environment and Development (UNCED) in Rio (Agenda 21) with an aim of broadening regional cooperation in environmental management and social issues affecting the Lake Victoria Basin. This culminated in the establishment of the Lake Victoria Environmental Management Project (LVEMP) through a Tripartite Agreement signed on 5th August 1994 in Dar es Salaam, which paved the way for both the preparation and implementation of the first phase of the project. This was closely followed by the signing of the Lake Victoria Fisheries Organisation (LVFO) Convention in 1996. These developments coincided with the revival of the East African Co-operation in 1996, which resulted in a number of milestones, viz.,

- The first EAC Development Strategy, 1997-2000, which designated LVB as an economic growth zone in recognition of the economic potential therein
- The commissioning of a study on institutional and legal framework for the management of the LVB in 1999, which culminated in the establishment of the Lake Victoria Program Unit at EAC Secretariat.
- Signing of the Treaty Establishing EAC, on 30th November 1999, which provided the legal basis for the establishment of a body to manage LVB (Article 114, of the Treaty).
- the commissioning of a study on Economic Potentials and Constraints in the LVB in 2000 to provide a conceptual basis for developing a strategy for the Basin.
- The signing in, April 2001, of the Partnership Agreement between EAC and Development Partners and the establishment of the Partnership Consultative Committee to guide future interventions in the Basin.
- The development of a Protocol for sustainable management and development of the LVB in 2002.

The LVEMP Regional Policy Steering Committee's decision of May 2001 to the effect that EAC spearheads the vision and strategy development process on Lake Victoria was later adopted by the Committee on Lake Victoria Development Program (CLVDP). Recognizing that there existed specific visions in the Basin – not least, those of LVFO and LVEMP, among others – the 4th Council of Ministers meeting mandated the EAC to ensure that the vision and strategy framework was to be broad

enough to accommodate all present and future actors in the Basin. The vision and strategy framework development for the LVB has, been implemented in recognition of the need to create harmony in interventionist approaches so as to eliminate duplications and overlaps and to ensure full participation by stakeholders. This exercise was done simultaneously by the respective National Task Forces (NTFs) in all three countries then reviewed and harmonized by Regional Task Force (RTF). The task has been accomplished between November 2001 and August 2003, with major hitches and breaks in between occasioned by several organizational challenges.

Realization of the great potential for healthy and sustainable socio-economic and environmental development of Lake Victoria Basin lies in combined efforts and integrated management of common resources across sectors and national boundaries.

Process and Methodology

Realization of the great potential for healthy and sustainable socio-economic and environmental development of the Lake Victoria Basin lies in combining efforts and integrating the management of common resources across sectors and national boundaries. The process of developing a *Vision and Strategy Framework* for resource management and development of the Lake Victoria Basin has been aimed at engaging stakeholders across the basin. The overall goal was to define a vision for sustainable management of the lake basin as well as compatible individual visions for the future. The process involved a broad range of stakeholders in a participatory manner aimed at the harmonization of visions of various groups across sectors, regions and levels of governance, as well as the development of a framework for designing strategies, policies and actions needed to reach the vision.

The overall objective of the vision development process has been to assist Stakeholders across the Lake basin to:

- Develop broad consensus on realistic, achievable objectives and indicators for sustainable management of Lake Victoria in a time frame of 15 years; and
- Develop mechanisms that will enable stakeholders to advocate their interests, provide feedback to government, and monitor progress towards achieving goals.

The common vision will serve as a shared basis for discussing perspectives, strategies and approaches that have to be in place to set key priorities, initiate agreed actions, and monitor progress towards the goals set.

A large number of stakeholder groups in the three riparian countries have been involved in this process – fisher folk and their communities, fish processors and traders, farmers, representatives of the business community, conservationists, local authorities and central government.

The formulation of shared visions and strategies has been based on a set of overall values and principles guiding the process. Examples of such values are the principles and declared policies of *sustainable development* and *poverty alleviation*. The Terms of Reference for the project unambiguously state that a shared vision for the lake basin should rest on the concept of sustainable development, implicitly addressing questions of poverty alleviation, social justice and equity. Another set of values is set by the EAC Treaty, which states that economic development and cooperation between the partner states should be “people centred” and “private sector driven”, and built on existing economic diversity and equal sharing of costs, risks and benefits.

Visions and strategies will have to meet the basic needs and desires for a better future of the people of the lake basin without harming the basin's ecosystem health or depleting its natural resources; in short, an approach with a clear *pro-poor* and *pro-environment* orientation.

These overall principles are underlying the overall 'conceptual model' that has been the basis of the processes in the three riparian countries and for the final Vision and Strategy Framework presented in this report. The conceptual model defines five, broad and mutually interlinked policy areas that will have to be simultaneously addressed to formulate comprehensible and sustainable development strategies for the Lake basin:

- *Ecosystems, Natural Resources and Environment* (resource management, protection and conservation);
- *Production and Income Generation* (natural resources utilization)
- *Living Conditions and Quality of Life* (income and poverty, social services, health and education);
- *Population and Demography* (population development and migration); and
- *Governance, Institutions and Policies* (development and harmonisation of policies, institutions and implementation machinery).

Environmental status, economic development, social and demographic changes are closely interlinked. Each of the fields of activity may be regarded as a driving force for change, but at the same time a recipient of impacts from changes taking place in the other sectors. Healthy ecosystems, that provide the population with goods and services, are needed to reduce poverty. Vice versa, reduced social poverty reduces the strains on the environment. Sound environmental management is an integral part of the conditions for sustainable economic development; sound resource management sustains the functioning of ecosystems and their production of goods and services to the population. Disturbances and/or changes in *negative* directions in any parts of the system will have impacts on the other parts and – to varying degrees – lead to harmful consequences for different stakeholder groups and interests.

For each of the five policy areas visions, prioritized strategies and indicators of change have been developed through processes starting at local level and ending with final harmonization at the regional level.

Stakeholders and institutions involved

The stakeholder consultation for vision and strategy development were designed to secure broad representation from local communities, central and local government, the private sector and business community, the academic society, civil society and non-government organizations (CSOs and NGO's).

In addition to representatives elected from communities, the district workshops attracted participants from district authorities offices, e.g. executive officers and officers from development planning, community development, extension services, environmental protection, health and social affairs, statistics etc. At the national level stakeholder consultations were primarily conducted as sector interviews or focus groups interviews.

Baseline study on status, trends, threats and challenges

Stakeholder consultations were based on background information and data ("Information Packages") prepared by the International Consultant. The Baseline Information Report (Annex 1) summarizes the main content of the information packages on a regional basis. For each policy area the report presents status and significant ongoing trends, their principal driving forces as well as impacts and consequences of the present trends for the environment, socio-economic

development in the lake basin and for particular stakeholder groups affected. Chapters 3 and 4 of this report give a brief summary of the status and trends and the most crucial threats and challenges that will have to be met by effective policy initiatives and actions. These chapters describe the essential factual background on which stakeholder consultations were based and from which visions and strategies were developed.



Visions, Strategies and Indicators

The National Visions

The national visions for Lake Victoria Basin, as formulated in the national reports (Annex II-IV), are phrased differently, but encapsulate some common, shared principles and values. The national visions (see box) all express that future development in the lake basin will have to take into consideration three closely interlinked policy issues:

- Economic development as a basis for prosperous populations and improved livelihoods;
- Sustainable use of the natural resource base; and
- Protection of the environment.

Kenya:

“A Lake basin community enjoying a sustained natural resource base within a well conserved environment providing foundation for economic vibrancy that improves their livelihoods and increases opportunity for full realization of their potential”.

Tanzania:

“A Basin with the resources Sustainably managed and communities having high standards of living”

Uganda:

“A Lake Victoria Basin which is well planned and managed providing sustainable benefits, with a prosperous population meeting their development needs without depleting the natural resources and degrading the environment”

The Regional Vision

The national reports and processes have been examined and evaluated at the regional level to reach a shared, harmonized vision across the three countries. The Regional Vision includes all dimensions inherent in the national visions but at the same time formulated in a way that distinguish the regional vision from those of the partner states. The Regional Vision for Lake Victoria Basin reads as follows

The Regional Vision for the Lake Victoria Basin:

“A prosperous population living in a healthy and Sustainably managed environment providing equitable opportunities and benefits.”

Regional Visions for the Policy Areas

The national reports have also been the primary basis required to reach harmonized *regional visions and prioritized strategies* for the five policy areas.

1 Ecosystems, Natural Resources and Environment:

“A prosperous livelihood and enhanced management of ecosystems, natural resources [and] a clean and healthy environment.”

2 Production and Income Generation:

“Resources sustainably and equitably utilized for increased income and poverty reduction in the lake basin.”

3 ”Living Conditions, Poverty and Quality of Life”:

“A healthy, well educated society with high quality of life, well developed infrastructure and free from poverty.”

4 ”Population and Demography”:

“A healthy, competent and productive population able to utilize and manage natural resources Sustainably to achieve economic growth and development.”

5 ”Governance, Institutions and Policies”:

“An empowered and gender sensitive community that enjoins the rule of law and human rights, well integrated institutional framework enabled by a policy environment that facilitates their involvement in the management of resources”.

Strategies and Indicators

A wide array of strategies and change indicators was identified during the national processes. They were first identified at local level, pulled together at district level and finally evaluated and harmonized at a national level. The process is described in detail in the national reports (Annex II – IV).

Further harmonization and prioritization was conducted in regional discussions. Prioritized strategies and indicators were identified and elaborated for each of the five policy areas to reach the goals expressed by regional policy area visions. The purpose was to decide on the most critical issues to be the object of further strategy development.

It should be emphasized that this is not a set of strategies and action plans ready for implementation. Rather, the aim has been to outline the main *directions* for continued efforts to further develop and upgrade this framework into a set of sustainable development strategies for the lake basin.

There are *pro et con* arguments for setting priorities. In the end, this is a political process and not the task of a group of experts. On the other hand, in a situation of enormous challenges and scarce resources, one will have to employ the resources where they give the best return in terms of meeting the expectations laid down in the vision. Here, experts can give advice and suggestions how to design a good *mix* of strategies – ‘Strategy Packages’ – that cut across policy areas and sectors.

The following boxes are the prioritized set of strategies and indicators resulting from discussions, expert judgment and ranking procedures employed during regional level discussions. Focus has been on making the strategies and indicators as operational as possible at this stage and to minimize overlaps between the policy areas.

Prioritized Strategies for Policy Area 1 - Ecosystems, Natural Resources and Environment

Sector Strategies	Indicators
1 Fish resources management <input type="checkbox"/> Promote sustainable fisheries policies, baseline surveys, extension services, monitoring, surveillance and control measures	Maintained fisheries yield at an estimated long term level Reduced numbers of licenses and quotas
2 Land use and natural resources management <input type="checkbox"/> Improve land use and natural resources planning with particular focus on urban expansion <input type="checkbox"/> Promote proper land use management practices <input type="checkbox"/> Promote co-management of wildlife <input type="checkbox"/> Conduct wildlife inventories <input type="checkbox"/> Promote the establishment of community forests and woodlots/afforestation/tree planting schemes/agroforestry	Decrease in encroachment into vulnerable areas Improved land cover Number of approved land-use plans in place Number of wildlife co-management areas established Increase in wildlife inventories Forest cover/number of trees
3 Water resources management <input type="checkbox"/> Promote integrated water resource/water catchment management <input type="checkbox"/> Promote water quality and quantity monitoring <input type="checkbox"/> Intensify water weed monitoring and control	Reduced sediment loading into the lake Improved water quality Reduced density of weeds
4 Pollution control and waste management <input type="checkbox"/> Integrated waste management of solid wastes and discharges into the lake <input type="checkbox"/> Reduce point source pollution by strengthening industrial and municipal waste management in urban and industrial centres	Reduced area of lake experiencing anoxia at any depth Increased tonnage of human and animal waste properly disposed and treated

Sector Strategies	Indicators
<input type="checkbox"/> Promote regulations to reduce and control pollution from mines <input type="checkbox"/> Promote farming methods that reduce use of pesticides, herbicides and fertilizer	

Prioritized Strategies for Policy Area 2 - Production and Income Generation

Cross-cutting Strategies	Indicators
1 Improve infrastructure <input type="checkbox"/> Enhance and maintain road, water transport, communication and energy network <input type="checkbox"/> Mobilize diversified funding and management of infrastructure, i.e. encourage government, private sector and community partnerships <input type="checkbox"/> Encourage energy efficiency and use of alternative sources of energy <input type="checkbox"/> Improve safety of navigation	Increase in annual investment in infrastructure development (by type)
2 Improve institutional, regulatory framework and capacity <input type="checkbox"/> Encourage efficient and cost effective utilisation of natural resources in the region <input type="checkbox"/> Improve marketing systems and inculcate business culture	Increase in number of paid work positions exceeding poverty rate
3 Management of HIV/Aids <input type="checkbox"/> Implement strategy to fight HIV/AIDS impact on production and productivity, as the majority of those affected are Productively active members of the society	Reduced HIV prevalence in the productive age group AIDS sick/dead in the productive age group
Sector Strategies	
1 Promote exploitation of resources potential <input type="checkbox"/> Promote exploration and exploitation of mineral and other resource potential <input type="checkbox"/> Use environmentally sound technologies <input type="checkbox"/> Ensure that proceeds trickle back to the region for development <input type="checkbox"/> Encourage eco-tourism among locals and foreigners	Increase in number of new industrial and mining establishments/investments
2 Improve research and development facilities <input type="checkbox"/> Reduce dependence on seasonal rains <input type="checkbox"/> Increase soil fertility <input type="checkbox"/> Reduce post harvest losses <input type="checkbox"/> Introduce more appropriate technologies in farming and fisheries	Increase in number of specialists assisting local people and communities (extension services)
3 Improve access to natural resources <input type="checkbox"/> Ensure equal opportunity for all in accessing natural resources <input type="checkbox"/> Support women participation in fishing and mining <input type="checkbox"/> Check unfair competition and excesses of middlemen <input type="checkbox"/> Encourage value addition by processing at source	Increase in Number of women in fishing and mining

Prioritized Strategies for Policy Area 3 - Living Conditions and Quality of Life

Cross-cutting Strategy	Indicators
<p>Vulnerability and poverty alleviation</p> <ul style="list-style-type: none"> □ Develop and implement programs to alleviate poverty and increase employment opportunities <i>Inter alia</i> by <ul style="list-style-type: none"> o integrating environmental issues into poverty reduction interventions o establishing economic policies favouring the informal sector. o creating, promoting and strengthening credit provision o designing and implementing lowcost housing programs o improving productivity of smallscale farmers/ fishermen, and reducing post harvest losses □ Minimise vulnerability to rainfall variability by increasing investment in smallholder irrigation, commercialisation of agriculture and livestock and mitigating floods 	<p>Increase in number of people with earnings above poverty level</p> <p>Decrease in number of communities without adequate food sources and storage capacity</p>

Sector Strategies	Indicators
<p>1 Water supply and sanitation</p> <ul style="list-style-type: none"> □ Support community participation in planning, construction and management of their water supplies □ Improve safe water supply coverage in rural and urban areas □ Support campaigns to protect water sources from contamination □ Enforce construction and use of sanitation services/facilities 	<p>Increase in number of communities with safe and clean water</p> <p>Increase in number of communities with proper sanitation</p>
<p>2 Health services</p> <ul style="list-style-type: none"> □ Strengthen health programs targeting HIV/AIDS <ul style="list-style-type: none"> o institutionalise testing and counselling o provision of support for affected and infected o strengthen awareness campaigns, sensitisation and capacity building on HIV/AIDS to communities □ Strengthen health programs targeting malaria and communicable deceases <ul style="list-style-type: none"> o education programs on preventive health care o sensitisation and health education campaigns on disease prevention, immunisation o increase access to safe water □ Develop policies to improve nutritional standards □ Provide affordable and accessible quality health care, facilities and trained staff, especially in rural areas 	<p>Increased number of communities with acceptable participation in HIV/AIDS programs</p> <p>Increased number of communities with access to acceptable health care</p> <p>Decrease in infant mortality rate</p> <p>Improved nutritional status of households</p>

Sector Strategies	Indicators
3 Education and training <input type="checkbox"/> Rehabilitation and construction of new schools <input type="checkbox"/> Promoting private investments in education <input type="checkbox"/> Promoting vocational training institutions and skills development with particular emphasis on young people <input type="checkbox"/> Promoting adult literacy programs <input type="checkbox"/> Promoting and supporting girl – child education	Increase in number of communities with full education capacity for all young people
4 Infrastructure <input type="checkbox"/> Encourage community participation in rural feeder road construction and maintenance <input type="checkbox"/> Promoting private sector investment in provision of telecommunication and internet services <input type="checkbox"/> Promoting alternative sources of energy	Increase in feeder road network

Prioritized Strategies for Policy Area 4 - Population and Demography

Sector Strategies	Indicators
1 Population growth and migration: <input type="checkbox"/> Carry out information, education and communication campaigns to sensitize communities and policy makers on the interrelationship between population, environment and sustainable development <input type="checkbox"/> Support family planning and reproductive health schemes <input type="checkbox"/> Integrate population issues in development planning <input type="checkbox"/> Improve economic and employment opportunities and develop entrepreneurial/ vocational skills for rural and fisher folk <input type="checkbox"/> Address conflicts in the Great Lakes Region <input type="checkbox"/> Strengthen health Programmes focusing on communicable diseases including Malaria	No. of communities sensitized No. of Programmes carried out Increase in number of communities with access to family planning services No. of development plans integrating population issues Reduced urban in-migration Reduced cases of conflicts Increased No. of refugees going home Reduced prevalence of communicable diseases
2 Change cultural and social behaviors and practices <input type="checkbox"/> Carry out campaigns and initiate Programmes to sensitize communities on causes and implications of HIV/AIDS and STIs <input type="checkbox"/> Initiate and strengthen HIV/AIDS intervention programs targeting transient communities – fishermen and long distance truck drivers <input type="checkbox"/> Legislate against retrogressive cultural practices and behaviors, which promote spread of HIV/AIDS (e.g. wife inheritance, female circumcision)	No. of communities sensitized No. of programs carried out No. of legislations enacted Reduced incidences of retrogressive practices

Prioritized Strategies for Policy Area 5 - Governance, Institutions and Policies

Cross-cutting Strategies	Indicators
<p>1 Good governance and human rights</p> <ul style="list-style-type: none"> ☐ Establish and strengthen appropriate anticorruption measures and strengthen procedures and regulations that ensure transparency/openness ☐ Create awareness and promote access to the public on constitutional and human rights and institutionalize respect for human rights ☐ Strengthen laws on the rights of the child with particular emphasis on orphaned and vulnerable children ☐ Implement provisions of good governance included in the EAC Treaty 	<p>Decrease in instances of corruption Decrease in cases of human rights violations Increased number of communities with access to legal and civil rights specialists</p>
<p>2 Harmonization of laws and policies</p> <ul style="list-style-type: none"> ☐ Formulate policies that address sustainable development and poverty eradication ☐ Revise, amend and harmonise existing policies and existing obsolete laws across states, including local authority by-laws ☐ Promote inter-governmental co-ordination 	<p>Number of laws harmonised and amended</p>
<p>3 Institutional framework and devolution</p> <ul style="list-style-type: none"> ☐ Develop community programs to promote participation in decision making ☐ Streamline guidelines for resource mobilisation ☐ Study and update existing laws in respect of financial decentralization and resource allocation ☐ Strengthen local government institutions to actively involve people and promote the participation of youths in development planning ☐ Strengthen consultation processes with communities in planning ☐ Support awareness campaigns on community resource management and control ☐ Promote positive social and cultural values towards education and training for the youth for gainful employment ☐ Promote participation of civil society organisations in decision making related to local development ☐ Strengthen capacity of existing institutions such as local government, judicial instruments, cultural institutions and communities ☐ Analyse the situation and develop capacity building programs 	<p>Increased number of community development plans meeting (regional) standards</p>
<p>4 Law enforcement and security</p> <ul style="list-style-type: none"> ☐ Strengthen the capacity of the Judiciary to administer law and to empower communities to promote justice with fairness and efficiency to protect human 	<p>Increase number of communities with an acceptable level of law enforcement</p>

Cross-cutting Strategies	Indicators
rights at local and central level <input type="checkbox"/> Formulate and implement security measures on the lake <input type="checkbox"/> Address cross-border crime, agree and implement anti cattle rustling measures	
5 Conflict resolution and peace building <input type="checkbox"/> Set up institutional framework and mechanisms for conflict resolution and peace building (e.g. coordinated patrols, link with Safety of Navigation recommendations)	Increased number of mechanisms established
6 Gender issues <input type="checkbox"/> Gender equality should be reflected in all development and sector plans <input type="checkbox"/> Re-address lost value systems in relation to gender <input type="checkbox"/> Promote positive gender relations through shared gender roles for sustainable family and community development <input type="checkbox"/> Capacity building with emphasis on participation in leadership	Raised positive awareness of gender roles in the family and community Increased gender balance in leadership and decision making Increase number of women in leading positions

Recommendations and Conclusions

The Vision and Strategy Development Project has addressed the situation in the riparian countries only. It is recommended that all countries within, or bordering to, the lake basin should be included in the next stages of developing of strategies and action plans. The situation in Rwanda and the situation in Burundi both cast major influences on development trends in the lake and its catchment. The two countries, as well as the relevant partners within the Nile Basin Initiative/NELSAP, should be included in the follow-up to the current study.

The formulation of complete strategies and detailed action plans for each policy area should include combining prioritized strategies from two or more policy areas into cross-cutting strategies – or Strategy Packages. These cross-cutting strategies provide a basis for broader (regional) development Programmes and integrated Lake basin management, e.g. in line with the National Poverty Alleviation Strategies/Action Programs. Cross-cutting strategies are particularly important for capturing the different aspects of sustainable development as broadly as possible and for mobilising resources across policy areas. Examples of cross-cutting strategies, where inputs will be needed from all or a major part of the five Policy Areas, are:

- Establishing policies and institutions for integrated basin management;
- Developing physical and economic infrastructure;
- Establishing Programmes for improved education, training and awareness raising;
- Establishing Programmes to confront the HIV/AIDS pandemic including its effects on production and quality of life; and
- Providing clean water and sanitation for all.

The original approach planned for the Vision and Strategy Development Project allowed considerable time for giving feedback to all participants engaged in the process. Due to the various constraints the feedback process has not been carried out. To ensure future engagement, it is important that feedback to the stakeholders at

the various levels is given as initially planned. Steps should be taken to ensure that national and regional feedback processes can be realised. Donor support might be sought to ensure that this important element of the vision process be implemented.

In order to follow up and monitor the results of actions taken based on the prioritized strategies, a more detailed follow up on development of indicators will be needed. A system to collect necessary data and statistics for the indicators to be continually monitored should be established and responsibilities for monitoring and reporting be clarified, e.g. by a working group of members from all partner states representing Focal Ministries, Bureaus of Statistics and relevant research institutions and agencies active in the lake basin.

Further strategy development should take into consideration the massive capacity building that has taken place through the vision and strategy development process. More than 12,000 people have participated in the process in workshops, and approximately one hundred have contributed to the process as members of National or Regional Task Forces or consultant teams. This unique capacity and knowledge base should be utilized for the follow-up work that should be carried out. In particular it is important to maintain the core of NTFs and RTF in the capacity of standing task forces, policy working groups or 'think tanks'. Highly experienced with this type of processes, such groups could have the responsibility of following up the strategy development, monitoring the development of indicators, and suggesting appropriate action.

***Notes:** The Vision and Strategy Framework was prepared through an extensive consultative process in all the three East African Community Partner States over a period of one and half years. The process was guided by the National Task Forces in each of the Partner State and a Regional Task Force that harmonized the national outputs into this regional report. Both task forces collaborated with a group of consultants in both fieldwork and interpretation of the out puts. The 7th Council of Ministers of East African Community adopted the report and its use as a Planning document by all stakeholders of Lake Victoria Basin at their meeting of 30th January 2004.*

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