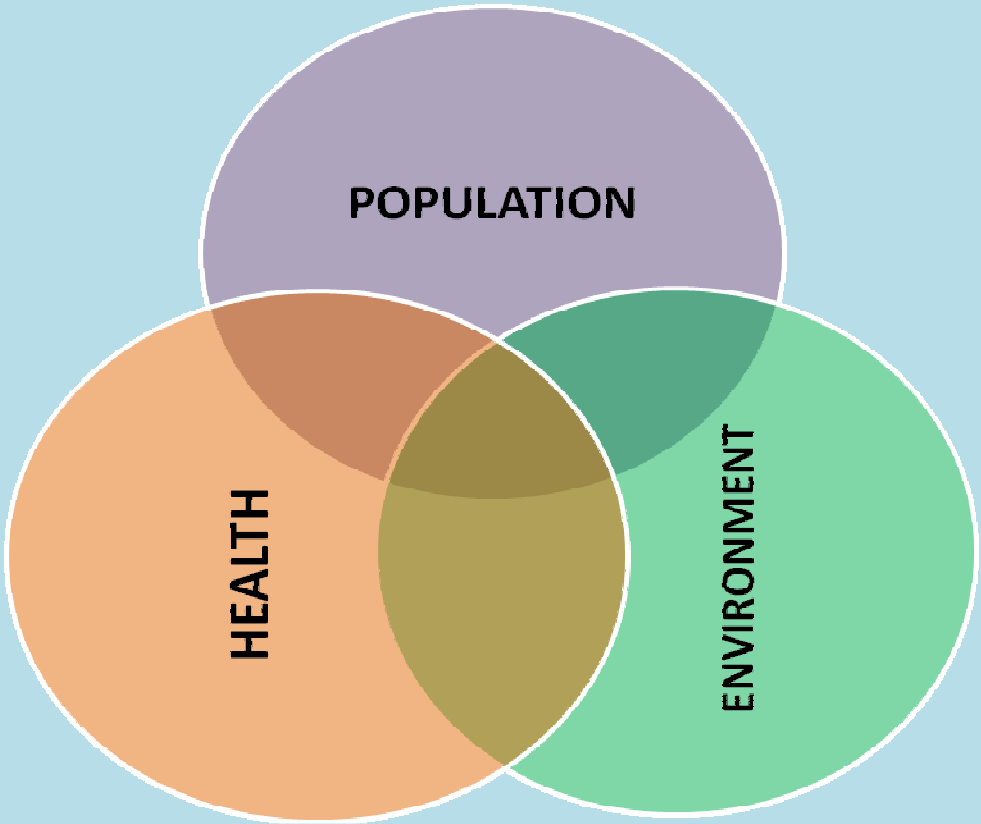
EAST AFRICAN COMMUNITY
LAKE VICTORIA BASIN COMMISSION SECRETARIAT

POPULATION, HEALTH AND ENVIRONMENT (PHE)



OPERATIONAL PLAN (2015-2020)

FOR THE LAKE VICTORIA BASIN

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FOREWORD

The Lake Victoria Basin Commission recognizes the strong inter-linkages and interrelationships between health and environment. It is a known fact that people's health relies on the health of their environment and damage to or disruption of the environment can have severe consequences on human health. Likewise, poor health leads the people to destroy the environment on which they depend for their livelihoods. These multifaceted health and environmental challenges therefore call for integrated solutions. It is for this reason that the Lake Victoria Basin Commission (LVBC) implements the Population, Health and Environment (PHE) Program that addresses health and environmental challenges in the basin in an integrated manner. The integrated PHE approach is one of the key solutions to attaining sustainable development in the basin.

For PHE Programming to have realistic impacts, both state and non-state actors must form partnerships in order to galvanize support for and adoption of the integrated approach at policy and programming levels. Such partnerships require proper coordination and guidance in order to focus interventions to populations and areas where they are most needed. As part of its broad regional coordination mandate provided for in the Protocol for Sustainable Development of Lake Victoria Basin, LVBC is provides technical guidance to state and non-state actors involved in PHE Programming in Lake Victoria Basin. This mandate of LVBC therefore prompted the need to develop a document that could guide all stakeholders in PHE Programming.

LVBC in close collaboration with the EAC Partner States and stakeholders developed the PHE Operational Plan (2015-2020). The aim of the Plan is to guide implementation and monitoring of PHE interventions geared towards achieving sustainable development in the basin. The Plan provides approaches for coordination, implementation and monitoring of the operational intervention areas. It embraces a thematic approach whereby sets of related interventions are grouped under appropriate operational clusters. It also defines a set of interventions to be implemented in order to realize the purpose of the Plan for a five-year period. The interventions are derived from the critical analysis of the service delivery gaps identified from the studies conducted in Lake Victoria Basin on Inter-Linkages between Population, Health and Environmental Conservation.

I therefore wish to make a special appeal to all our EAC Partner States to support the adoption and implementation of this PHE Operational Plan for Lake Victoria Basin. I also urge all stakeholders involved in PHE Programming in the basin to embrace this Operational Plan and ensure that their initiatives respond to the strategic intervention priorities identified in this Operational Plan.

LVBC wishes to thank all those who contributed in various ways towards the development of this PHE Operational Plan (2015-2020). Specifically, we wish to thank USAID EA for the financial support.

Lake Victoria Basin Commission

ACRONYMS AND ABBREVIATIONS

AMREF	-	Africa Medical and Research Foundation
CBOs	-	Community Based Organizations
CHECW	-	Community Health and Environmental Conservation Workers
CSOs	-	Civil Societies Organizations
EAC	-	East African Community
EHIA	-	Environmental Health Impact Analysis
EIA	-	Environmental Impact Assessment
FBO	-	Faith Based Organization
GIS	-	Geographic Information System
GDP	-	Gross National Product
GNI	-	Gross National Income
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICPD	-	International Conference on Population and Development
IEC	-	Information Education and Communication
IWRM	-	Integrated Water Resources Management
LVBC	-	Lake Victoria Basin Commission
LVETF	-	Lake Victoria Environmental Trust Fund
LVEMP II	-	Lake Victoria Environmental Management Project Phase II
LVWATSAN	-	Lake Victoria Water and Sanitation
MDGs	-	Millennium Development Goals
MoU	-	Memorandum of Understanding
NGO	-	Non-Governmental Organizations
PAI	-	Population Action International
PREPARED	-	Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development
PHE	-	Population Health and Environment
PRB	-	Population Reference Bureau
RH/FP	-	Reproductive Health/Family Planning
RPSC	-	Regional Policy Steering Committee
SeCoM	-	Sectoral Council of Ministers
SVSF	-	Shared Vision and Operational Framework
TWBHH	-	Trans-boundary Water for Biodiversity and Human Health Project
TWGs	-	Technical Working Groups
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environment Programme
UNFPA	-	United Nations Population Fund
USAID	-	United States Agency for International Development
WB	-	World Bank
WHO	-	World Health Organization

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1.0 BACKGROUND

1.1 Introduction

More than 1 billion people—one-sixth of the world population—live in ecological hotspots, many of which are remote areas of critically important biodiversity under intense pressure from human activity. Biodiversity loss is a pressing global problem, with species extinctions happening at record levels. Threats to biodiversity include: population pressures from natural growth and human migration; unsustainable natural resource practices, such as slash-and-burn farming; ineffective governance structures and inadequate authority to protect local resources. Cmmunities in these ecological hotspots often suffer from ill health and rapid population growth because of limited access to health services and family planning. These communities also tend to suffer from poor nutrition, water supplies and/or sanitation. Inadequate health care in these communities is usually because of economic struggles. Consequently, people are forced to use natural resources unsustainably hence damaging the ecosystems and biodiversity on which they depend for their health and livelihoods.

Population, Health and Environment (PHE) programs acknowledge and address these threats, but do so with respect and understanding of the complex connections among human health, livelihoods and the environment upon which people living in these areas depend.

1.2 What is Population, Health and Environment (PHE)?

Population, Health and Environment is an approach to development that integrates health and environmental conservation initiatives in order to seek synergistic successes for greater conservation and human welfare outcomes than single-sector approaches. PHE recognizes that people, their health, and the environment are interrelated and interdependent; changes in the number, state, and/or distribution of any of the above affects the others because human needs, their livelihood and a healthy environment are linked by chains of cause and effect.

PHE approaches represent a variety of efforts to bring a holistic, integrated set of health and environmental conservation activities and services to communities. PHE projects strive to simultaneously improve access to health services and assist communities to manage their natural resources in ways that improve their health and livelihoods and to conserve the critical ecosystems upon which they depend. The underlying philosophy is fundamentally one of integration and multi-sectoral partnerships. Beyond this, the PHE approach also targets synergies between human health and ecosystem health by including a wide spectrum of development and conservation targets such as the sustainable management of natural resources, improving livelihoods, food security and nutrition, and by maintaining or restoring habitats and ecosystem functions. By focusing on the synergy between communities and their environment, the PHE approach conserves biodiversity while at the same time improving environmental health conditions for the local people. PHE is effective at achieving a wide range of positive results over multiple sectors.

1.3 Rationale for PHE

Projects that take the PHE approach work to create healthier communities and ecosystems. These projects aim to bring better health services to remote communities to improve participation in conservation efforts. PHE projects also promote family planning services to help slow population growth that can put pressure on natural resources. That means PHE approaches strive to simultaneously improve access to health services while helping communities manage their natural resources in ways that improve their health and livelihood even as they protect the environment.

For those working in the health field, this approach increases access to remote, underserved communities where women have expressed a need for family planning and basic health services that governments cannot meet. By partnering with environmental organizations, which have on-going projects and established relationships with these communities, integrated programs can reach these underserved populations in a more effective manner.

Environments benefit as well. When family planning is widely available and accessible, couples are better able to achieve their desired family size. This not only impacts families' health and wellbeing, but contributes to better management and conservation of natural resources and eases population pressures on local ecosystems. Offering basic health services can dramatically reduce community morbidity and mortality and reduce dependence on natural resources for livelihood. On another, more immediate level, providing family planning and meeting basic health needs like improving access to water and sanitation help environmental organizations build goodwill in communities by responding to their needs in a holistic fashion.

1.4 PHE Policy and Legal frameworks

The PHE approach is in line with global recognitions such as the:

i) 1987: UN World Commission on Environment and Development which defined sustainable development as "meeting the needs of present generations without compromising the ability of future generations to meet their own needs"
ii) 1992 Rio Earth Summit: Agenda 21 - demanded new ways of investing in the future to reach global sustainable development while minimizing impact on global natural resources
iii) 1994: Cairo, International Conference on Population and Development (ICPD) - adopted a 20-year Programme of Action including advocating that Family Planning be universally available by 2015 as part of a broad-based Reproductive Health strategy.

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

In addition, the Vision and Strategy Framework for Management and Development of Lake Victoria Basin embraces the PHE approach. The document acknowledges that the 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. It defines five broad and mutually interlinked policy areas that have to be simultaneously addressed to formulate comprehensible and sustainable development strategies for the Lake Victoria Basin.

These include:

- *Ecosystems, Natural Resources and Environment*
- *Production and Income Generation*
- *Living Conditions and Quality of Life*
- *Population and Demography*
- *Governance, Institutions and Policies*

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 others 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. 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.

EAC Partner States have worked to develop long term national development strategies that envision global competitive and prosperous nations with high quality of life. These include the Burundi Vision 2025, Kenya Vision 2030, Rwanda Vision 2020, Tanzania Vision 2025 and Uganda Vision 2025. The visions are anchored on four key pillars namely:

- The economic pillar
- The social pillar
- The political pillar
- The demographic pillar

All the country Visions highlight population-health-environment interactions and recognize that the country's problems cannot be tackled in isolation. For example, the Rwanda Vision 2020 recognizes that:

"Rwanda's high population growth is one of the major causes of the depletion of natural resources and the subsequent poverty and hunger. And poverty remains a major cause of poor health and vice versa…Future and current population policies should go hand in hand with strategies to overcome problems in the health sector. Family Planning is crucial for reducing birth rates….and bringing population and natural resources into balance.

2.0 LAKE VICTORIA AND THE BASIN

Lake Victoria (LV), with a surface area of about 68,870 Km^2, is Africa's largest and the world's second largest freshwater lake. The Lake is considered as one of the most important shared natural resources by the Partner States of East African Community and is a major source of water and fisheries in the region. The Lake Victoria Basin covers an area of 193,000 km^2 across Burundi, Kenya, Tanzania, Rwanda and Uganda and supports about 40 million inhabitants. The basin is endowed with a huge natural resource base upon which its inhabitants depend for their livelihoods. Major sources of income include: agriculture and livestock production, fisheries, wildlife and tourism, mining etc.

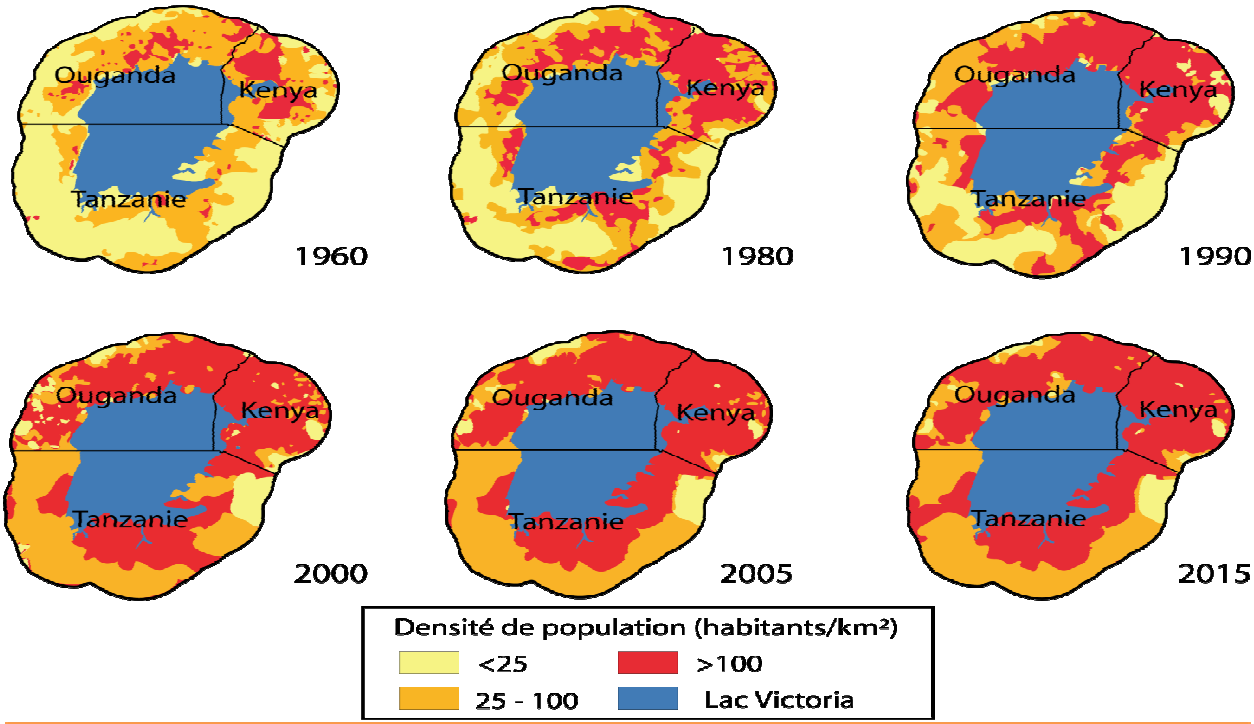
The basin was declared a *'Regional Economic Growth Zone'* and *'an Area of Common Economic Interest'* for the people of East Africa and that it be exploited in a coordinated manner so as to maximize its economic and social benefits as well as the environmental concerns. However, the available opportunities in the basin have created highly negative impacts adversely affecting the economic and social status of the residents and resulting in a basin which is still underdeveloped and struggling with poverty and ill-health. Changes in the basin are linked to a number of interrelated challenges such as: rapid population growth, Ill-health, poverty, land degradation, declining agricultural productivity and water quality which must be addressed concurrently to achieve sustainable development. The challenges are highlighted in the sections that follow.

i) Population Growth

The Lake Victoria Basin (LVB) now supports one of the densest rural populations in the world, with densities up to 1200 persons per square kilometre in parts of Kenya (Hoekstra and Corbett, 1995). The first systematic population surveys for Kenya, Tanzania and Uganda, were conducted during the late 1940's. The 1948 estimate for Kenya, for example, is given at 5.7 million inhabitants (Lury, 1969). The current estimate is 40 million inhabitants giving an approximate population doubling time of 22.1 years. This means that the population of Kenya has doubled approximately 3.3 times in the time required for the water in Lake Victoria to turn over once.

Moreover, population densities in the lake basin portions of Kenya, Tanzania, Uganda, Rwanda and Burundi are well above their respective national averages, indicating doubling times that are probably considerably shorter than the respective national averages. National population growth rates, though declining due to the HIV/AIDS pandemic and other diseases, remain among the highest in the world and the populations in the five riparian countries are expected to double again over the next 25-35 years (UNPB, 2000).

Figure 1: Population growth rate in three EAC Partner States (1960- 2015)



Source: UNEP, Africas Lakes, Atlas of our changing environment, 2006

ii) Socio-economic challenges

More than half of the basin population is living on an income of less than 1 dollar per day and relying heavily on subsistence production. There is high level of illiteracy, inappropriate skills for production and income generation activities, and lack of socio-

economic incentives to meet the challenges of management and development. The Lake produces about 170,000 metric tons of fish each year, with thousands of lakeshore residents employed in fishing and fish processing. Harvesting of Nile Perch (*Lates niloticus*), has generated about $US 100 million of foreign exchange in the past (Ayes et al., 1996) and there are about 10,000 people now employed at commercial fish processing facilities in the Kenyan towns of Kisumu, Homa Bay and Migori (Sunday Nation, April 11, 1999). However, the sustainability of the fishery is now threatened by: overfishing, pollution and uncertainty regarding ecological instability resulting from the introduction of the Nile Perch.

iii) Health challenges

Mortality rates are high, tuberculosis and water-borne diseases like malaria, typhoid and bilharzias are widespread while malnutrition is evident among children. Access to health care services is inadequate and health facilities are commonly inefficient. This poses a challenge for the Partner States within the basin to meet the Millennium Development Goals (MDGs). In Uganda for example 35% of the burden of disease was attributable to malaria, diarrheal diseases and respiratory infections where the two latter are largely caused by polluted water or air. In the East African Community more than 120 000 people die of pollution related diseases (about 60 % due to water pollution/poor hygiene, 40 % due to indoor air pollution and 1 % outdoor air pollution). In some parts of the basin, infant mortality is significantly higher than the national average and the incidence of malaria is among the highest in the world (RTDA 2006). Climate change is also projected to increase drought and flooding due to erratic rainfall. Flooding in combination with poor sanitation cause outbreaks of diarrheal diseases and expose drinking water to pollution from agricultural runoff. HIV/AIDS prevalence is still high among some fishing communities in the basin (LVBC 2011). High prevalence of HIV/AIDS typically reduces farmers' capacity to maintain agricultural productivity as well as to invest in soil and water conservation causing further land degradation.

iv) Environmental Challenges of Lake Victoria Basin (LVB)

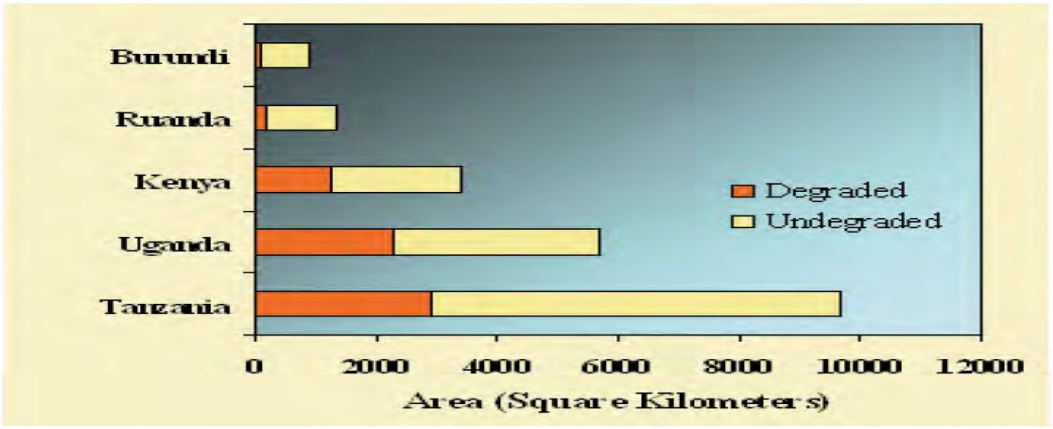
The environmental challenges in the basin include among others land degradation, over-fishing resulting in declining quantities of fish and average size of fish as well as fish species; destruction of the catchment areas due to human settlement, forest fires, mining activities, overgrazing, and demand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

Land use and land degradation is ranked as the most pressing transboundary environmental issue (Fig 2). Land degradation is a basin wide problem referring to decline in the overall quality of soil or vegetation condition commonly caused by human activities. The poor are impacted in a number of ways including reduced agricultural yields, higher energy prices, loss of future incomes and reduced access to lands. Soil erosion leads to land degradation. The economic costs of soil erosion in terms of reduced agricultural yields is significant and has been estimated to 1,9 % of GDP in Rwanda % of GDP in Kenya and between 4-12 % of GNI in Uganda.

Conversion of forests and wetlands into agricultural or urban lands affects water flow in rivers and increase siltation thus affecting hydro power generation and creating power

outages and push up energy prices. Conversion of wetlands typically reduces water flow in the dry season as the ecosystems capacity to retain water is degraded. Wetlands around the lake and its river systems are often a valuable source of food, fodder and other incomes to the poor, including the landless. These lost incomes are not always compensated for when wetlands are converted which increases vulnerability and can give rise to conflicts.

Fig. 2 Extent of land degradation in LVB



Domestic and industrial waste waters, solid wastes, sediments from soil erosion in the Catchment areas, agricultural wastes and atmospheric deposition are the major nutrients sources of the lake. To a greater extent this has contributed to the resurgence of the water hyacinth and blue green algae. Most recently the lake has been faced with a challenge of declining water levels. Part of the Lake Victoria, especially the deeper areas, are now considered dead zones, unable to sustain life due to oxygen deficiency in the water.

Sedimentation and nutrient run-off, urban and industrial point source pollution and biomass burning, have indeed induced the rapid eutrophication of Lake Victoria over the latter part of the 20th century. Ambient conditions in Lake Victoria now favor the dominance of nitrogen fixing cyanobacteria and the spread aquatic weeds such as water

hyacinth (*Eichornia crassipes*). Phosphorus levels have increased 2-3 times over the last 40-50 years (Hecky, 1993, 2000). Algal concentrations are three to five times higher now than during the 1960's, and much of the lake bottom currently experiences periods of prolonged anoxia that were uncommon 40 years ago (Mugidde, 1993; Johnson et al., 2000).

Climate change adds to existing stresses (land degradation, food security, diseases and natural disasters) in the region rather than introducing something new. Projections indicate higher temperatures and increased rainfall and frequency of natural disasters such as flood and drought. Climate change affects biodiversity and the possibility for an ecosystem to deliver services like food, climate regulation, flood protection etc. for human well-being. Well managed ecosystems reduce vulnerability and are useful for both mitigation (world wide deforestation account for 20% of emitted greenhouse gas emission) and adaptation to climate change. Land scarcity and population pressure is forcing the poor to cultivate and inhabit marginal lands, floodplains, slopes etc thus increasing their vulnerability to floods. Urban poor, living in slums like Nyalenda, Kisumu, in Western Kenya with inadequate and poorly managed drainage channels are particularly exposed to floods and diseases. The great dependence of rain fed agriculture makes the rural poor specifically vulnerable to drought. In Kenya, for example, La Nina 1998-2000 affected 23 million Kenyans and caused losses equivalent to 16 % of GDP (mainly hydro power, crop and livestock loss and health). The floods in 1997-98 affected 900 000 and caused losses equivalent to about 11% of GDP.

v) Water and Sanitation Challenges in LVB

Pollution is a major problem in the Lake Victoria Basin involving a great number of different sources and actors. The lake is used for drinking water by both urban citizens and fishing communities around the lake. Water pollution impacts directly on human health and reduce the opportunity to engage in economic activities or education. Indirectly, polluted water also impacts on livelihoods by degrading soils for productive use, affecting livestock and breeding grounds for fish and by increasing the burden of the poor by having to collect firewood to boil water for drinking. Nutrient loading is also a cause of the invasion of the water hyacinth.

Impacts of the water hyacinth on the poor include increased difficulty in collecting water, loss in fishing time, reduced functioning of urban water supply systems etc. The most important pollution issues are; microbiological (fertilizing and health impacts), eutrophication (fertilizing), chemical (contamination) and suspended solids (impacting on hydro power, irrigation dams, river flow etc). Pollution is strongly linked to land use and land degradation.

Poor sanitation is the main contributing factor to micro-biological pollution that strongly impact on human health. Municipal treatment plants are in poor standards and access to sanitation is very low. Occurrence of flooding further exacerbates the problem with poor sanitation. Chemical pollution of the lake is primarily caused by cleaning of motor vehicles in the lake, lack of industrial wastewater treatment facilities, use of agro-chemicals and leakage from dumps and mining operations. The use of pesticides and fertilizers is growing among the region's large scale farms. Levels of pesticides and heavy metals in water systems are low but increasing (RTDA).

Pollution of water sources

v) Management challenges

The rich natural resource base of the entire Lake Basin is a main attraction to many stakeholders with diverse interests especially in the Lake fishery. As a result, there are several uncoordinated and duplicated programs and projects that are implemented by individuals, associations and Non-Governmental Organizations (NGOs) but which do not effectively contribute towards the attainment of the Shared Vision of Lake Victoria Basin (LVBC, 2008). This management concerns coupled with the population, socio-economic, health and environmental challenges necessitated the need for establishment of a well-defined institution that would in the long term coordinate and supervise the wide range of actors in the Lake Victoria Basin hence the establishment of the Lake Victoria Basin Commission (LVBC).

3.0 LVBC INSTITUTIONAL PROFILE

3.1. Historical perspective

The Republic of Uganda, the Republic of Kenya, and the United Republic of Tanzania enjoy close historical, commercial, industrial, cultural and other ties and thus signed a Treaty for the Establishment of the East African Community on 30th November 1999. The Republic of Burundi and the Republic of Rwanda later accented to the Treaty and were admitted as full members with equal rights and privileges in 2007. There has been recognition among these Partner States for the need to have increased investment in the field of energy, transport, communications, infrastructure, tourism, agriculture, fisheries, livestock, forestry, mining and other areas of social and economic endeavour to spur development and alleviate poverty of more than 40 million people living in the Lake Victoria Basin. Furthermore, there is a strong recognition from the Partner States that developmental activities in the Basin may have negative impacts on the environment, depletion of natural resources and that a clean and healthy environment is a prerequisite to sustainable development. It is against this backdrop that they developed a common Shared Vision for the Basin "To have a prosperous people and a healthy environment that provides equitable opportunities and benefits".

3.2. Institutional Framework for the Lake Victoria Basin Commission (LVBC)

The East African Community (EAC) Council of Ministers has in the past years approved and adopted a variety of instruments and actions to guide the development and management in the Lake Victoria Basin. The first instrument is the Protocol for Sustainable Development of Lake Victoria Basin (2003); the Protocol defines areas of cooperation and provided for the establishment of an institution – the Lake Victoria Basin Commission (LVBC) for promoting sustainable development in the Lake Victoria Basin. The broad functions of the LVBC as stipulated under Article 33 are to promote, facilitate and coordinate activities of different actors towards sustainable development and poverty eradication within the Basin. The LVBC operational direction has been guided by the Shared Vision and EAC Operational Frameworks, which provides the general principles and development focus areas for operationalization by LVBC. Lake Victoria Basin Commission (LVBC) is a specialized institution of the East African Community (EAC) established via Article 33 of the Protocol for Sustainable Development of Lake Victoria Basin, 2003. The LVBC Secretariat is based in

Kisumu City. The core mandate of LVBC is to co-ordinate programs on Lake Victoria and its basin. Its broad roles and scope of cooperation as provided in the Protocol (Article 3).

Objectives of the Commission

The overall objectives of LVBC (Article 33) include:

a) Promote equitable economic growth;
b) Promote measures aimed at eradicating poverty;
c) Promote sustainable utilization and management of natural resources;
d) Promote the protection of environment within the Lake Victoria Basin; and
e) Promote compliance on safety of navigation.

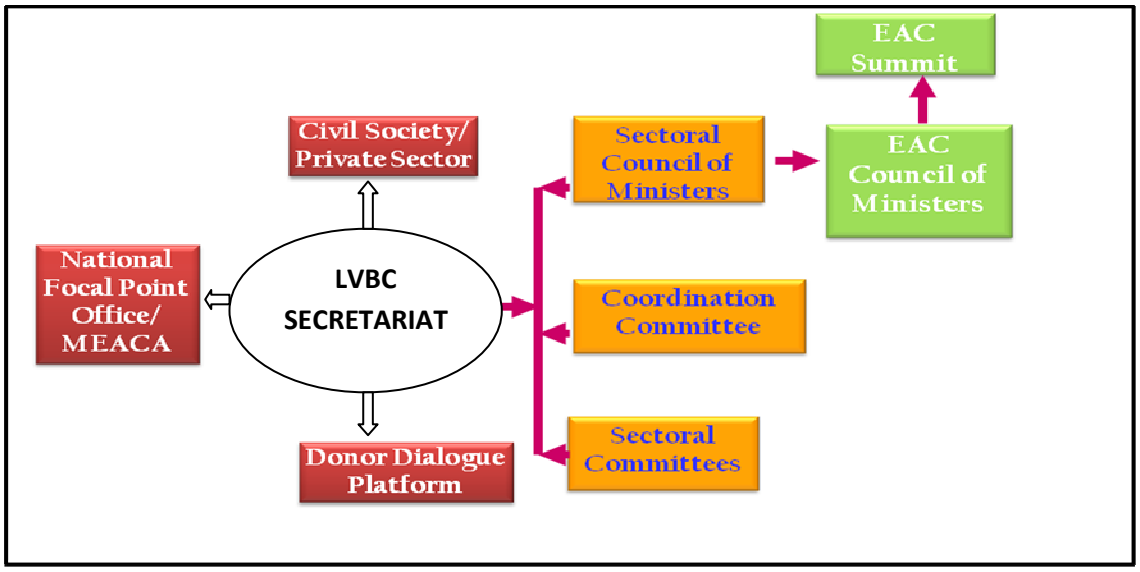
Functions and Operations of LVBC

LVBC has the general core function of providing the overall leadership in the promotion and coordination of activities of different actors towards the sustainable development and poverty eradication of the Lake Victoria Basin. Specifically, it is responsible for the following operations:

- To initiate and promote programmes aimed at poverty eradication;
- To ensure harmonization of policies, laws, regulations, and standards for the sustainable development of the Lake Victoria Basin;
- To promote stakeholder participation in sustainable development of natural resources;
- To provide guidance on the implementation of sectoral projects and programmes;
- To promote capacity building and institutional development;
- To promote security and safety of the Lake;
- To promote research and development; and
- To undertake monitoring and evaluation of the LVBC programmes

Governance Structure for the Commission

The Commission has an elaborate governance/decision making structure that is provided in the Protocol for Sustainable Development of Lake Victoria Basin. The highest policy making organ for the Commission is the Sectoral Council of Ministers for LVB. At it worth noting that private sectors and civil society are covered under the Sectoral Committee within the governance structure.



Future Outlook of the Commission

The future outlook of the Commission is articulated in the 2nd LVBC Operational Plan (2011 – 2016) which is a derivative of the 4th EAC Development Strategy (2011 – 2016). As such the Plan is a guiding document for implementation of the LVBC operational interventions defined in the EAC Development Strategy (2011-2016). The purpose of this Plan is basically to guide the implementation and monitoring of the ten LVBC specific operational interventions defined in the 4th EAC development Strategy (2011-2016) aimed at improving socio-economic development within the Basin. The Plan has adopted programmatic approach in which the ten operational intervention areas have been clustered into the following programme/key result areas: (i) Co-ordination and management capacity of LVBC strengthened; (ii) Relationship and working mechanisms with EAC organs, institutions and other stakeholders Strengthened; (iii) harmonized policies, laws and standards and strengthened institutional development and governance in natural resources management promoted; (iv) Public health services with emphasis on HIV/AIDS; Gender; Reproductive health and Water Supply and Sanitation improved; (v) Safety of navigation and security on Lake Victoria improved; (vi) Management of ecosystems, natural resources including climate change adaptation and mitigation strategies enhanced; and (vii) Investments and sustainable livelihood promoted.

An explicit result oriented approach to M&E has been adopted to encourage focus on results in implementation of the Operational Plan. Of significance is the fact that all the projects and programmes currently being implemented, conceptualized and being formulated are aligned to the Operational Plan goal and objectives.

3.3. Related Projects and Programmes

The Shared Vision and Operational Framework (SVSF) for management and development of LVB (2005) is the long term operational framework for EAC in terms for pushing the sustainable development agenda of the LVB. All programmes and projects of the Commission are required to be within the framework of the SVSF. The centrality of the

SVSF is a population in the Basin that is prosperous. Currently the Commission is implementing a number of environmental based projects and programmes with a natural relevance to population and health issues. The projects and programmes include:

The Lake Victoria Water and Sanitation (LVWATSAN: is a programme initiated to address environmental degradation concerns and also contribute to the achievement of the Millennium Development Goals (MDGs) on Water and Sanitation in the secondary towns within the Lake Victoria Basin and to ensure the long term sustainability of the physical interventions. The activities of the project are being undertaken in the following focal towns in the Partner States: Burundi: Ngozi, Muyinga and Kayanza; Kenya: Keroka, Kericho and Isebania; Rwanda: Kayonza, Nyagatare and Nyanza; Tanzania: Geita, Sengerema and Nansio and; in Uganda: Mayuge, Kayabwe-Bukakata and Ntungamo. Some of the immediate outputs from this program will contribute to information on water supply and sanitation aspects of the Atlas.

Lake Victoria Environmental Management Project Phase II (LVEMP II): is a regional Project of the EAC coordinated by LVBC Secretariat. The development/global environmental objectives of the LVEMP II are to (i) improve collaborative management of the transboundary natural resources of LVB for the shared benefits of the EAC Partner States; and (ii) reduce environmental degradation to improve the livelihoods of communities, which depend on the natural resources of the LVB. The experiences, lesson learnt and outputs from the project will contribute to documentation of environmental changes that has occurred and/or occuring in the LVB and current mitigation measures being taken.

LVBC Natural Resources Management and Development Programs: the Commission has initatiate two Transboundary IWRM pre-investment projects in the Mara River and Mt Elgon ecosystems. Both phase of these two programs (Transboundary Water for Human Health in the Mara River Basin and the Mt. Elgon Regional Ecosystem Conservation Project) has been concluded leaving behind huge data/information base on transboundary cooperation/frameworks for natural resources management. This information will be important while addressing mechanisms/strategies for strengthening transboundary cooperation in the Atlas.

Partnership Fund: This is a basket fund supported by the Development Partners aimed at facilitating the work of EAC/LVBC on the Sustainable Development of Lake Victoria Basin. For over one decade of its implementation, the Partnership Fund has supported a number of studies that would be quite useful in addressing all the aspects of the Atlas.

The Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development (PREPARED) is a five-year initiative funded by USAID East Africa. The programme upscales the experiences and lessons learnt from the previous USAID funded Trans-boundary Water for Biodiversity and Human Health Project (TWBHH-MRB) project which was implemented in the Mara and Serengeti ecosystems from 2009 to September 2012.

Population, Health and Environment (PHE) programme: is designed to integrated Population, Health and Environment (PHE). The PHE programme up-scales the EAC/AMREF Lake Victoria Basin HIV Programme (EALP) previously coordinated by the Commission. The programme is currently the anchorage for all population and health issues at the Commission and is spearheading the mainstreaming of Population and Health component in the relevant programmes and projects coordinated by the Commission.

3.4. Partnerships and Collaborations

The Commission has overtime established partnership and collaboration with different actors (state and non-state actors) within and outside the Lake Victoria Basin. The foundation of Partnerships in the Commission is based on the Partnership Agreement on signed in 2001 between the EAC and five development partners with the aim of promoting sustainable development in the Lake Victoria Basin. This gave way to establishment of more partnership and collaboration and currently the Commission boasts of a plethora of partners and collaborators. The figure below provides an illustration of the various networks of partners and collaborators in the Basin.

3.5. Relevance of PHE programming in LVB

The aim of the LVB Protocol is to promote sustainable development in the LVB. Further the aspirations of the 1st EAC development strategy (1997-2000) were to have the LVB translate in the long term into a regional economic growth zone. In order to translate the Lake Victoria Basin into a regional economic growth zone, that provide the necessary condition to alleviate poverty of over 40 million people calls for an integrative approach where anthropogenic factor is central. Moreover, population dynamics have now become an integral part of all interventions that are geared toward promoting sustainable development. With time and the emerging global challenges, one greatest threat to sustainable development is the population explosion especially in the developing countries. As a matter of fact over 90% of the challenges/threats being witnessed today in Lake Victoria and its Basin are anthropogenically based. Population aspects must now than ever be in the fore front in the fight against environmental degradation. Introducing PHE programming within the programmes and projects of the Commission is the only way to ensure that they contribute to the vision of the Basin of “having a prosperous population living in a healthy and sustainably managed environment that provides equitable opportunities and benefits”.

4.0 THE PHE OPERATIONAL PLAN (2015-2020)

4.1 Purpose and Scope of the Operational Plan

This Operational Plan serves as a shared guiding document for coordinating and implementing PHE Projects and programs in the Lake Victoria Basin both at national and regional levels. It contributes to the realization of the LVBC Vision and Mission as stated below:

Vision: *A prosperous Population living in a healthy and sustainably managed environment providing equitable opportunities and benefits*

Mission: *To promote, facilitate and coordinate activities of different actors towards sustainable development and poverty eradication in the Lake Victoria Basin.*

The Plan addresses the aspirations of stakeholders within the basin and in the wider EAC. Specifically, it is within the priority interventions for the national PHE networks as well as the PHE Agenda of non-governmental organizations in the basin. In particular, the Operational Plan contributes to the realization of the 4th Developmental Objective as defined in the LVBC Operational Plan (2011-2016).

The Operational Plan further identifies the population, health and environmental conservation challenges in the basin and points out the inter-linkages and inter-relations. It then defines the objectives of PHE programming as well as the operating principles, operational intervention areas, implementation mechanisms and monitoring and evaluation. In addition, the operational plan provides a pathway through which LVBC Secretariat; Partner States and non-state actors will contribute to resolving the multifaceted Population, Health and Environment challenges. In so doing, the strategy lays out the PHE programming agenda for the next five years (2015-2020) and articulates implementation and communication plans for the strategy.

4.2 Objectives of the Operational Plan

The main objective of the PHE operational plan is to guide stakeholders and actors towards structured planning, implementation, monitoring and evaluation of expected results from PHE policy and programming in Lake Victoria Basin

The specific objectives of the PHE operational plan are to:

i) Define and clarify the goal and objectives of PHE programming in Lake Victoria Basin
ii) Spell out a set of strategies and relevant activities;
iii) Define the expected results from the integration of PHE interventions in LVB;
iv) Provide a framework for broad-based planning, implementation and stakeholder engagement in PHE integration; and
v) Establish a basin-wide framework for monitoring, evaluating and communicating PHE interventions and results;

4.3 Rationale for the PHE Operational Plan

The aim of this Operational Plan is to guide implementation and monitoring of the PHE operational interventions geared towards achieving sustainable development in the basin. The Strategy provides approaches for coordination, implementation and monitoring of the operational intervention areas. It embraces a thematic approach whereby sets of related interventions are grouped under appropriate operational clusters. It also defines a set of interventions to be implemented in order to realize the purpose of the Plan for the period 2015-2020. The interventions are derived from the critical analysis of the service delivery gaps identified from the studies conducted in Lake Victoria Basin on Inter-Linkages between Population, Health and Environmental Conservation.

4.4 Guiding Principles

This Operational Plan will be implemented by the LVBC Secretariat, the EAC Partner States and other PHE stakeholders. The implementation of the Plan will be guided by the following key principles:

i) *Principle of subsidiarity* - where implementation of interventions will be undertaken at the most appropriate regional, national or local levels.

ii) *Stakeholder participation:* This will ensure enhanced involvement of stakeholders in planning, prioritization, designing and implementation of PHE projects and programmes for purposes of ownership and sustainability.

iii) *Equity, Social Justice and Human Rights:* In the context of this Operational Plan, Equity entails fairness in resource allocation taking into consideration the diverse cultures and backgrounds of the people as well as variations in their socio-economic status and geographical locations. Likewise, Social Justice ensures equal rights for all, regardless of gender, race, class, ethnicity, citizenship, religion, age or sexual orientation

iv) *Inter-sectoral collaboration:* involves joint coordinated action of relevant sectors that contribute towards the achievement of a common goal.

v) *Partnerships and networks*: The partnership principle in the context of this Operational Plan entails fostering engagement and agreements of likeminded stakeholders to advance mutual interests

vi) *Public Private Partnerships:* Involves collaborating with private sector in the implementation of PHE initiatives in the region

4.5 PHE Strategic Intervention Areas

This PHE Operational Plan contributes to the realization of the following eight operational interventions:

(i) ***Strengthening PHE Coordination:*** Under this operational intervention, LVBC aims at facilitating generation and sharing of data, information and knowledge. This process will be developed using the PHE advocacy and communication strategy. Further, an M&E Framework will guide monitoring and evaluation of PHE interventions and results in the basin.

(ii) ***Strengthening PHE Advocacy, Policy and Technical support:*** This operational intervention aims at enhancing common understanding about the PHE approach among policy and decision makers as well as beneficiaries in order to harness buy-in and commitment to the PHE approach. The Advocacy and Communication strategy provides tools for implementation.

(iii) ***Promoting PHE Capacity building:*** This operational intervention aims at training and inducting different stakeholders on the PHE approach and PHE programming as well as equipping community based organizations (CBOs) with skills required to undertake PHE integration activities. It will also contribute to mainstreaming PHE into university education.

(iv) ***Integrating PHE into environmental conservation projects/programs and hotspots in Lake Victoria Basin*****:**

This operational intervention will ensure Integration of Population and Health services into the LVBC environmental conservation programs and hotspots. This is in realization of the catalytic effect and inter-linkages between health and the environmental challenges in the basin. Integration will be undertaken in the MERECP, LVEMP II, LVWATSAN II and PREPARED programs of the LVBC as well as the hotspots listed below:

- Border crossing posts in the basin (Busia, Malaba, Katuna, Mutukula, Isebania, Sirare, Bugesera, Kanyaru, Nyagatare)
- Ports in the basin (Port Bell, Kisumu port, Bukoba port, port of Mwanza)

(v) Promoting PHE research and knowledge management:

Under this intervention area, LVBC will facilitate and coordinate PHE studies in Lake Victoria Basin to generate information on the PHE situation and the multifaceted linkages between Population, Health, Environmental conservation and sustainable development. The studies will also help map out gaps in service delivery as well as hotspots requiring urgent interventions. The data generated will be used to inform PHE Policy and programming in the region and also form the evidence base for PHE Advocacy and resource mobilization. LVBC will facilitate production of spatial data through Geographic Information System (GIS) and Remote Sensing (RS). The Commission will also document and share PHE best practices and will be the knowledge hub for PHE programming in the region.

vi) Strengthening national PHE networks:

This operational intervention aims at supporting the national PHE networks to undertake the following activities in the partner states:

a) Coordinating PHE actors/implementers in the countries
b) Lobbying and advocating for PHE among different audiences in the countries
c) Building capacity of state and non-state actors on PHE
d) Documenting and sharing PHE best practices in the countries

viii) Partnerships and Collaborations

This operational intervention area will aim at ensuring that the PHE Programs and stakeholders in the basin pursue new partnerships and collaborations and also maintain old ones for purposes of sharing experiences and leveraging resources for PHE Programming. The partnerships and collaborations will be pursued nationally, regionally and globally. It is also anticipated that through the partnerships, PHE stakeholders and organizations in the basin will be enabled to participate and contribute in regional and global PHE forums/discourses.

4.6 Operational Plan Coordination and Implementation

Operational plan will be implemented and coordinated by PHE under LVBC, PHE at national level by Partner States and other PHE stakeholders in the LVB.

4.6.1 Implementation

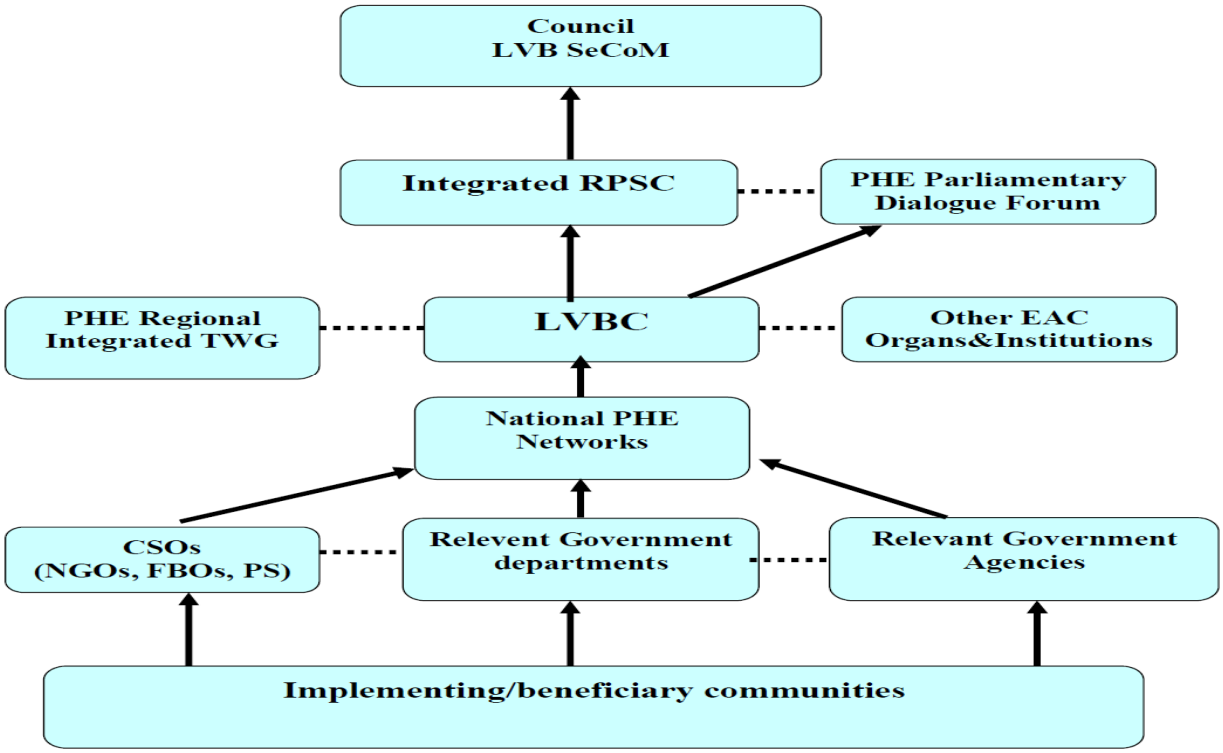
The implementation of this strategy will be coordinated by LVBC secretariat whose institutional framework is based on the provisions of article 33 of the Protocol for Sustainable Development of LVB. The LVBC Secretariat operates within four structures: the Sectoral Council of Ministers for Lake Victoria Basin, the Coordination Committee; the Sectoral Committees; and the Secretariat of the Commission.

The implementation arrangements are based on a two-prong institutional set up provided in the Protocol, i.e. at the LVBC/regional and at national levels. The PHE embraces the principle of subsidiarity, whereby most of the interventions will be implemented at the national level. The national institutions will be responsible for implementing the PHE interventions, through the key line ministries, local government authorities, and participating communities. Private sector organizations and non-governmental organizations will also be involved in implementation of PHE initiatives in the basin. The regional institutions will be responsible for coordinating project implementation by individual countries, and implementation of activities that are regional and transboundary in nature.

4.6.2 Coordination

At national level coordination of PHE interventions will be done by the national PHE networks. At regional level, coordination of the activities defined in this Operational Plan will be done by LVBC and other regional PHE implementing organizations. PHE Coordination at national and regional levels will entail providing assistance to improve the capacity of the implementing entities, including generation of data, information and knowledge sharing, training, documentation of best practices, advocacy, partnerships and collaborations, resource mobilization, monitoring and evaluation.

PHE Coordination Structure



A detailed description of the roles of the respective partners is provided in the sections that follow.

4.6.3 Sectoral Council of Ministers for Lake Victoria Basin

The Sectoral Council of Ministers (SeCoM) for LVB shall monitor and keep under constant review the implementation of the PHE Program. The SeCoM will also provide the overall policy guidance to the programme.

4.6.4 Regional Policy Steering Committee

An integrated Regional Policy Steering Committee (RPSC) for the PHE Program has been established comprising of Permanent/Principal Secretaries of Ministries responsible for Environment, Health, Planning, EAC Affairs and Local Government. The RPSC is responsible for policy guidance to implementation of the program. The RPSC is convened twice a year under the auspices of the Lake Victoria Basin Commission (LVBC). Extra Ordinary RPSC may however be convened whenever necessary. The session of Permanent/Principal Secretaries will be preceded by a session of Senior Officials who will deliberate on issues before presentation to the Permanent Secretaries. Reports of the Permanent Secretaries will be presented to the Sectoral Councils of Ministers for LVB.

Specifically, the RPSC is responsible for:

i) Provide policy guidance and direction to those directly involved in the programme;
ii) Ensure the programme's implementation scope is aligned with the financing agreement;
iii) Recommend to the LVB SeCoM strategies and policy options for integrating PHE into national and region level policies and institutional frameworks;
iv) Ensure that programme interventions and expenditures are within the financing agreements and are commensurate with stakeholder expectations;
v) Oversee activities of the national PHE networks and PHE activities of non-state actors;
vi) Ensure that strategies to address potential threats to the programme's success are continuously identified and addressed;
vii) Receive and consider reports of the PHE integrated regional Technical Working Group (TWG)
viii) Reconcile differences in opinion and approach among stakeholders and beneficiaries.

4.6.5 The regional PHE Technical Working Group (TWG)

The LVBC facilitated establishment of a regional integrated Technical Working Group (RTWG) composed of representatives from state and non-state organizations. The state actors are representatives of the Ministries responsible for EAC Affairs, Health, Environment and Planning. Non-state actors are representatives of NGOs implementing health and environmental conservation initiatives.

The TWG holds semi-annual meetings under the auspices of the Lake Victoria Basin Commission.

Specifically, the TWG plays the following roles:

i) Provide technical guidance to the overall program implementation
ii) Recommend strategies for integrating PHE into national and regional level policies and institutional frameworks.
iii) Recommend modalities for designing and implementing/integrating PHE projects/programs in LVB
iv) Recommend PHE frameworks and policy options that require consideration by the integrated regional Policy Steering Committee (RPSC)
v) Provide guidance to the national PHE networks
vi) Participate in national and regional policy and advocacy forums for PHE
vii) Advise Lake Victoria Basin Commission regarding partnerships that may need to be incorporated during the implementation of program activities
viii) Particate in resource mobilization ventures to support PHE Programming
ix) Carry out any other relevant tasks as may be decided by the program RPSC

4.6.5 National PHE Networks

The LVBC facilitated the establishment of a National PHE Networks composed of representatives from state and non-state organizations in each partner states of EAC. The state actors are representatives of the Ministries Health, Environment and water resource. Non-state actors are representatives of NGOs implementing health and environmental conservation initiatives in each Country. Any PHE activity in a given country of EAC it has to be reported to the National PHE Network which in return reports to LVBC.

4.6.6 Lake Victoria Basin Commission (LVBC)

LVBC is the institutional home of the PHE program in Lake Victoria Basin and provides the auspices under which the program is implemented. LVBC hosts the Programme Management Unit (PMU) which has the following responsibilities:

a) Support the program on operational issues, priorities and policies in the areas of programming, planning, budgeting, monitoring, and evaluation, technical cooperation and results-based management;
b) Guide and coordinate the planning work, including preparation of the operational frameworks, validation and management of all budgetary resources and ensure their effective and efficient utilization and accountability;
c) Monitor and evaluate programme implementation and budgetary performance, including delivery of its planned activities
d) Play a catalytic role in the areas of advocacy, coordination, harmonization, monitoring and evaluation of PHE activities as outlined in the program.
e) Mobilize financial and technical resources to help sustain the program including helping to integrate the initiative into national operational frameworks and budgets through advocacy.

4.6.7 Government Departments, Civil Society and Community Based Organizations

Relevant governmental departments/sectors, and selected Civil Society and Community Based organizations are the implementers of the Population, Health and Environmental conservation activities at community level. The stakeholders will undergo relevant training on PHE and consequently train community own resource persons i.e. Community Health Workers and Community Environmental Conservation workers to offer integrated health and environmental conservation services in a holistic manner. Approved government curricula and manuals will be used during the trainings.

5.0 RESOURCES FOR IMPLEMENTATION OF THE OPERATIONAL PLAN

The PHE Operational Plan seeks to respond to interrelated and interconnected population, health and environment concerns. Therefore its implementation requires a multisectoral team with expertise in the different disciplines. In addition, implementation of the Plan will require adequate financial resources which will be sourced from Partner States, Partner Organizations and Development Partners. A detailed description of the human and financial resources needed for the Plan is given below.

5.1 Human Resource Requirements

Effective implementation of this Plan will require specific and diverse expertise. Specifically, expertise will be sought in Population, Health and Environment fields. Other expertise required will include: planning, communication, research, monitoring and evaluation.

5.2 Financial Resource Requirements

PHE programming in LVB has majorly been financed by development partners. The EAC Partner States have also supported PHE by providing technical expertise from the respective sectors. At beneficiary level, community based organizations have played a key role in spearheading PHE initiatives. The estimated cost of implementation of the PHE Operational Plan 2015-2020 based on the key result areas is USD 50,000,000. It is anticipated that the funds will be sourced from Partner States, Development Partners and contributions from PHE stakeholders. LVBC has developed options for establishing Lake Victoria Environmental Trust Fund (LVETF) which could also be another source of fund for the activities in the Commission. In this regard therefore, a resource mobilization strategy for PHE shall be developed as part of the activities targeting other various finance mechanisms.To demonstrate ownership and commitment, Partner States will be involved in the process role in ensuring that financial resources are available to address PHE.

6.0 COMMUNICATING THE PHE OPERATIONAL PLAN

Communicating the PHE operational plan is essential for increased access, awareness and ownership of the document: its objectives, key results and the processes towards the implementation of the operational plan. Communicating PHE Operational Plan is a catalyst for exchanging information between stakeholders at all levels; regional, national and local. Most importantly, effective communication of the PHE Operational Plan through modern web-based tools, mass media and inter-personal communication channels will enable exchanges between LVBC, PHE stakeholders and Development Partners.

A summarized communication work Plan specifying communication objectives, expected results, targeted audiences, key messages, channels and feedback mechanism is provided below. It aims at ensuring that the PHE Operational Plan is better accessed, understood and owned by stakeholders at all levels.

Objectives: 1. To package PHE Operational Plan into user-friendly formats for wider use in the basin. 2. To create awareness of PHE Operational Plan in the EAC Partner States; 3. To generate feedback through different communication channels used by LVBC.					
Activities	Communication channels	Targeted Audiences	Key messages	Feedback mechanism	Expected results
-To design and dessiminate the abridged version of the PHE operational Plan.	Desimination workshop	-PHE TWG, PHE RPSC -LVBC SECOM -Development Partners -National PHE Networks -PHE stakeholders; -Media organs	-Goals and specific objectives of PHE Operational Plan(Refer to the specific objectives)	-Receivers' comments about design and content	-LVBC and PHE stakeholders accessed PHE booklets; -Targeted audiences understood key elements of PHE as pointed out in Operational Plan
Write stories and upload them to the LVBC website focused on PHE Operational Plan	LVBC Website	-Youth from EAC Member States; PHE Network Members PHE Stakeholders -Academic and research institutions; -Development Partners; -EAC Secretariat;	-Objectives and outcomes of PHE, -Operational interventions of the PHE Operational Plan; Implementation framework	- Facebook page, twitter - Website;	Stories published on the website and accessed;
To package the processes of PHE in audio-visual formats	Brief documentary; -Slideshow	-USAID EA; -LVBC Program Coordinators; -Policy-makers		-	Process of the PHE Operational Plan captured as evidenced by photographic evidence; -Key meetings about

					PHE Operational Plan included in PHE documentary
To turn key content of the PHE Operational Plan into visual communication elements	Photo Slideshows: before, during and after PHE Operational Plan	-LVBC Staff; -PHE RPSC Members; -Council of Ministers; -EAC Secretariat; -Universities from the EAC	-Why PHE Operational Plan? Uncordinated actors (graphic illustration) -Key activities; -Key results/outcomes	-Question and Answer Sessions;	Each targeted audience understood why PHE operational plan is important, its objectives, activities and results;
Conduct media briefing about key interventions of the PHE Operational Plan	-Radio stations -TV -Newspapers -News Release -Website	-Citizens in EAC -Decision-makers in EAC -LVBC	-Key operational interventions, -objectives	- Posistive stories from medi coverage about: Key Operational Interventions of the PHE	-Increased awareness of PHE operational interventions by the targeted audiences

7.0 MONITORING AND EVALUATION

7.1 Introduction

This Section describes the approach and systems to be put in place to assess progress and impact of the overall strategic objectives of the Regional Operational Plan for PHE 2015-2020. Monitoring and evaluation (M&E) are integral and individually distinct parts of programme preparation and implementation. They are critical ingredients for forward-looking strategic positioning, organizational learning and for sound management.

The terms Monitoring and Evaluation are in most cases erroneously used interchangeably to mean one and the same thing. In reality however, these two are different but play complementary roles. ***Monitoring*** is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and performance against plans and objectives and progress in the use of allocated funds/resources. On the other hand, **Evaluation** is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation and results with a view to determine is worth / value in terms of relevance of the objectives, the efficacy of design and implementation, the efficiency of resource use, outcomes and impacts generated and the sustainability.

To effectively guide monitoring and evaluation of the Regional Operational Plan for PHE, an M&E framework will be designed to spell out the M&E system, tools and procedures to be used to measure the extent to which interventions of various actors in Lake Victoria Basin contribute to achievement of the results described in the Programme Document including the Results framework. Further, M&E for PHE will be guided by the Results-based Management System (RBMS) for Lake Victoria Basin Commission.

Monitoring and evaluation of PHE will be undertaken with the aim of influencing decision-making, including decisions to improve, reorient or redesign PHE interventions or policies; decisions about wider organizational PHE strategies or management structures; and decisions by national and regional policy makers and funding agencies.

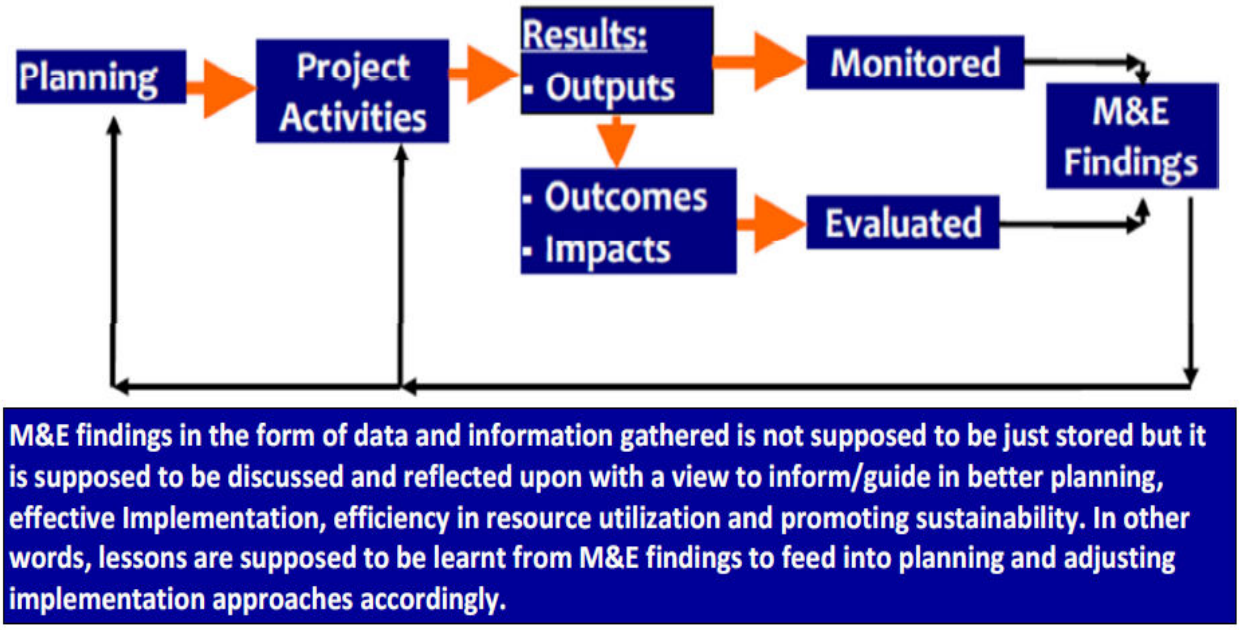
Monitoring of the PHE Operational Plan will be a continuous process whose responsibility will be every actor and stakeholder undertaking PHE at both national and regional levels. Evaluation events for PHE will be periodic and will ask more fundamental questions about overall progress in application / uptake of integration of PHE approach in LVB, its impact, direction and future prospects. Self-evaluation processes will be combined with external evaluations to be commissioned and/or executed by Lake Victoria Basin Commission and Development Partners.

Opportunities for external evaluation will include: (i) Annual Review, (ii) Mid-term Review (MTR) and (iii) terminal evaluation/ implementation completion review.

Information generated from both the continuous monitoring and the periodic evaluation will be used to guide better planning, effective implementation, and efficiency in resource

use and further ensure that sound strategies are put in place to sustain the application of Integrated PHE approach in development programming in Lake Victoria Basin. Figure 2 below summarizes M&E cycle to be used for PHE Operational Plan.

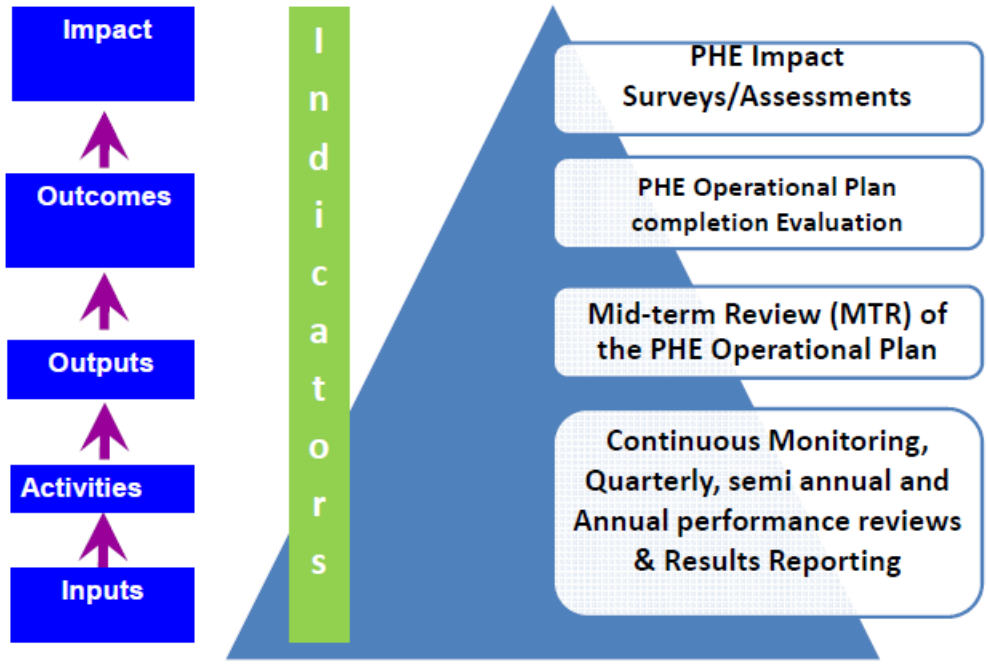
Figure 2: M&E Cycle for the PHE Operational Plan 2015-2020



7.2 Results Framework Indicators for PHE

The Monitoring and Evaluation Plan for PHE will spell out a set of indicators that will be used to measure performance / results at all levels of the PHE objective hierarchy including inputs, activities, outputs, outcomes and impacts. It will further spell out various M&E activities at different stages of implementation of this operational plan as summarized in Figure 3.

Figure 3: Key M&E Activities along the PHE Objective Hierarchy



7.3 M&E Tools to be developed

To effectively support operationalization of monitoring and evaluation of the regional PHE Operational Plan, the M&E Plan will spell out some key M&E tools / templates to be used by stakeholders in the Basin. These will continuously be developed and shared with PHE implementers, stakeholders and actors in the basin. Such tools will include but not limited to Semi-annual and Annual results reporting formats, results framework indicator tracking reporting matrix, guidelines for critical reflections sessions, M&E Calendar, continuous monitoring checklist, Sample ToRs for periodic reviews (annual, mid-term & terminal) for PHE among others.

7.4 Results –Based Reporting

In conformity with the results-based management system for LVBC, reporting on the progress of implementation of this operational plan will adopt results–based reporting approach. This approach is intended to assist managers sift through the large amount of information that will inevitably accumulates between reporting periods during PHE implementation. This approach will focus attention on progress toward planned results rather than on accounts of activities completed.

8.0 ACTION PLAN TO IMPLEMENT THE OPERATIONAL PLAN

8.1 Implementation Plan for PHE

The PHE implementation plan will set out all the operational interventions and priorities for PHE stakeholders to drawn in with more coordinated manner and less divergences. The Operational Plan will also adopt the programmatic approach whereby the seven operational interventions described here below have been clustered into different outputs for clear results based monitoring and evaluation. The seven operational interventions that will guide the implementation are represented here below:

i) *Strengthening PHE Coordination:*
ii) *Strengthening PHE Advocacy, Policy and Technical support*
iii) *Promoting PHE Capacity building:*
iv) *Integrating PHE into environmental conservation projects/programs in Lake Victoria Basin*:
v) *PHE research, knowledge management*
vi) *Strengthening national PHE networks*
vii) *Partnerships and Collaborations*

A scorecard has been prepared and fully completed as an action plan for the operational Plan implementation (**Annex I**). This is providing guidance for monitoring and evaluation principles with key performance indicators at each level, to be used during impact measurements, results measurements and monitoring of achievements.

8.2 Funding for the Operational plan

PHE at LVBC level is currently being funded by USAID EA. However, in the Region, PHE is being funded through different partners such as (Packard and McArthur Foundations, USAID Washington and Population Reference Bureau) making it possible to be implemented as an integrated project. However, to implement this operational plan more development partners will be needed in order to broaden not only the PHE implementation but the integration aspect at large and increase both the size of funding and that of the catchment areas.

8.3 Cost estimates for implementation of the Operational Plan

The cost for implementation of the Operational Plan (2015-2020) based on the LVBC development objectives and those of the PHE with the defined broad objectives (outcomes) and specific objectives (outputs) are estimated at USD 50,000,000 over the five Financial Years starting from 2015 to 2020. The allocation of resources is based on the discussions in the EAC development Objectives, LVBC development Objectives and various donors' interests and that of the EAC population. Below is a budget estimate summary for the five years. However, it should be borne in mind that these estimates are largely indicative as changes may occur with regard to specific objectives and new ones that may be developed during the fundraising events.

PHE Operational Plan Budget Estimates 2015 - 2020 (USD)

Broad Objectives (Outcome)	Specific Objectives (Output)	2015/16	2016/17	2017/18	2018/19	2019/20
1.0 To institutionalize the Integrated PHE approach into national and regional policies and frameworks	1.1 To establish and operationalize national PHE Networks	758,000	3,294,000	3,227,000	693,000	243,000
	1.2 To mainstream PHE into regional and national policies	2,304,000	3,881,000	844,000	1,496,000	1,076,000
Total by Outcome 1.		**3,062,000**	**7,175,000**	**4,071,000**	**2,189,000**	**1,319,000**
2.0 To develop and operationalize a regional PHE framework for cooperation through strengthened PHE regional coordination, Knowledge management and advocacy	2.1 To strengthen PHE Coordination at Local, national and regional levels	1,238,000	2,518,000	878,000	728,000	728,000
	2.2 To promote generation of PHE information and Knowledge Management	2,436,000	3,566,000	492,000	832,000	492,000
Total by Outcome 2.		**3,674,000**	**6,084,000**	**1,370,000**	**1,560,000**	**1,220,000**
3.0 To promote the integration of population, health and environmental conservation initiatives in Lake Victoria Basin	3.1: To reduce environmental degradation and increase access and utilization of quality population and health services	4,375,000	4,392,000	2,434,000	2,032,000	1,943,000
	3.2: To increase the participation of women, men and youth in sustainable livelihood improvement initiatives	335,000	1,847,000	314,000	307,000	297,000
Total by Outcome 3.		**4,710,000**	**6,239,000**	**2,748,000**	**2,339,000**	**2,240,000**
Annual Totals		**11,446,000**	**19,498,000**	**8,189,000**	**6,088,000**	**4,779,000**
GRAND TOTAL						**50,000,000**

Annex I: OPERATIONAL PLAN SCORECARD

Broad Objectives (outcomes)	Specific Objectives (outputs)	Activities	Performance Indicator	Global Target	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
1.0 To institutionalize the Integrated PHE approach into national and regional policies and frameworks	1.1 To establish and operationalize national PHE Networks	1.1.1 Mobilize and leverage resources for PHE activities / initiatives	Amount of Funds and value of resources mobilized and leveraged for PHE	5	243,000	243,000	243,000	243,000	243,000
		1.1.2 Establish national PHE networks to propagate PHE Integration	No. of national PHE networks established and operational	5	150,000	130,000	230,000		
		1.1.3 Build capacity of national PHE networks on PHE integration approaches	No. of national PHE network members capacitated	50	120,000	2,600,000	2,601,000	450,000	
			No. of PHE network members taking leadership roles / positions in EAC institutions	10					
		1.1.4 Establish networks and collaboration for PHE implementing organizations	No. of collaborative initiatives on PHE integration established	15	245,000	321,000	153,000		
	Sub-Total by Output				**758,000**	**3,294,000**	**3,227,000**	**693,000**	243,000

	1.2 To mainstream PHE into regional and national policies	1.2.1 Conduct PHE Awareness, sensitization and Advocacy at all levels	No. of (i) awareness, (ii) Sensitization and (iii) advocacy sessions conducted	25	623,000	923,000	423,000	423,000	423,000
		1.2.2 Review national and regional policies to incorporate PHE programming	No. of Regional and national policies reviewed to incorporate integrated PHE	50	460,000	650,000	121,000	653,000	653,000
		1.2.3 Facilitate the development of a legal framework to support PHE Integration	A legal framework to support PHE Integration is developed	1	541,000	1,265,000	300,000	420,000	
		1.2.4 Establish mechanisms for cross-sectoral collaboration and programming	No. of signed and operational MOUs for PHE cross-sectoral collaboration	5	680,000	1,043,000			
	Sub-Total by Output				**2,304,000**	**3,881,000**	**844,000**	**1,496,000**	**1,076,000**
Sub-Total by Outcome					2,062,000	7,175,000	4,071,000	2,189,000	1,319,000
2.0 To develop and operationalize a regional PHE framework for cooperation through strengthened PHE regional coordination, Knowledge management and advocacy	2.1 To strengthen PHE Coordination at Local, national and regional levels	2.1.1 Establish PHE stakeholders forum	An operational regional PHE stakeholders forum established	15	200,000	170,000	150,000		

		2.1.2 Develop and operationalize PHE guiding documents	No. of regional PHE guiding documents developed and operational (e.g. operational plan, M&E framework, Standard operation procedures, minimum PHE integration package)	4	310,000	1,620,000			
		2.1.3 Convene semi-annual PHE Regional Technical Working Group meetings	semi-annual PHE Regional Technical Working Group meetings	10	320,000	320,000	320,000	320,000	320,000
		2.1.4 Facilitate Regional Policy Steering Committee Meetings	No. of RPSC meetings facilitated	10	172,000	172,000	172,000	172,000	172,000
		2.1.5 Convene national PHE steering Committee meetings	No. of national PHE steering committee meeting convened	50	184,000	184,000	184,000	184,000	184,000
		2.1.6 Create awareness and sensitize local level governance on PHE approach	No. of local governance leaders sensitized on and applying the PHE approach	100	52,000	52,000	52,000	52,000	52,000
	Sub-Total by Output				1,238,000	2,518,000	878,000	728,000	728,000
	2.2 To promote generation of PHE information and Knowledge Management	2.2.1 Undertake national and regional level PHE studies and research	No. of national and regional PHE studies and research undertaken	1	80,000	80,000			

		2.2.2 Develop PHE information, education and communication materials	No. of PHE Information, Education and Communication materials developed	60	230,000	230,000	230,000	230,000	230,000
		2.2.3 Document and disseminate PHE best practices	PHE best practices documented and disseminated	2		340,000		340,000	
		2.2.4 Initiate mobile health and environmental conservation messaging	No of mobile health and environmental conservation messaging services established	10	1,550,000	1,130,000			
		2.2.5 Develop and disseminate policy briefs on PHE	No. of policy briefs on PHE developed	100	52,000	52,000	52,000	52,000	52,000
		2.2.6 Develop a one-stop regional information hub for PHE	A one-stop regional information hub for PHE established	1		1,200,000			
		2.2.7 Convene a biennial PHE Conference	Biennial PHE Conferences convened	10	210,000	210,000	210,000	210,000	210,000
			No. of participants attending the Biennial PHE Conferences convened	500	-	-	-	-	-
		2.2.8 Develop a regional PHE curriculum for universities	Regional PHE curriculum for universities developed	1	234,000	324,000			
	Sub-Total by Output				2,436,000	3,566,000	492,000	832,000	492,000
Sub-Total by Outcome					3,674,000	6,084,000	1,370,000	1,560,000	1,220,000

3.0 To promote the integration of population, health and environmental conservation initiatives in Lake Victoria Basin	3.1: To reduce environmental degradation and increase access and utilization of quality population and health services	3.1.1 Undertake needs assessment of communities on integrated population, health and environmental conservation	No of Needs assessment reports undertaken	100	78,000		78,000		
		3.1.2 Identify, map and induct stakeholders in the Provision of integrated population, health and environmental conservation	No of stakeholders providing integrated PHE	50	1,234,000	1,734,000	1,234,000	1,234,000	1,230,000
		3.1.3 Develop minimum package of integrated population, health and environmental conservation	No of minimum packages of PHE	1	820,000	45,000			
		3.1.4 Build capacity of stakeholders and CBOs on Integrated Population Health and Environment	No of stakeholders and CBOs trained	100	240,000	1,250,000	180,000	180,000	180,000
		3.1.5 Provide integrated population, health and environmental conservation services	No of services provided on PHE	45	1,130,000	580,000	559,000	580,000	495,000
		3.1.6 Raise awareness and sensitize communities on available Population and health services	No of sensitization sessions held on Population and health services	1000	38,000	38,000	38,000	38,000	38,000
		3.1.7 Establish PHE model households	No of PHE model households established	500	345,000	345,000	345,000		

		3.1.8 Establish a referral system between communities and service delivery points	No of referral system established	25	430,000	1,350,000			
		3.1.9 Train community health and environmental conservation workers (CHECW Champions)	No of CHECW trained	300	60,000	50,000			
	Sub-Total by Output				4,375,000	4,392,000	2,434,000	2,032,000	1,943,000
	3.2: To increase the participation of women, men and youth in sustainable livelihood improvement initiatives	3.2.1 Build capacity of women, men and youth in income generation	No. of women, men and youth involved in income generating activities	200	250,000	1,250,000	250,000	250,000	250,000
		Promote sustainable alternative livelihoods	No. of sustainable alternative livelihoods initiatives	5	53,000	565,000	42,000	45,000	32,000
		Promote leadership and participation of women and youth in planning and decision making for development projects	No. of women and youth in leadership positions in development projects No. of women and youth in participating in planning and decision making for development projects	100	32,000	32,000	22,000	12,000	15,000
	Sub-Total by Output				335,000	1,847,000	314,000	307,000	297,000
Sub-Total by Outcome					4,710,000	6,239,000	2,748,000	2,339,000	2,240,000
TOTALs per Year					11,446,000	19,498,000	8,189,000	6,088,000	4,779,000
GRAND TOTAL									**50,000,000**

Annex II: Logical Framework for PHE in LVB

Hierarchy Level	Description	Indicators
Outcome 1.0 **(Broad Objective)**	**1.0)) The Integrated PHE approach institutionalized into national and regional policies and frameworks**	**Proportion of institutions in LVB with integrated PHE approach in their policies and frameworks**
Output 1.1 **(Specific Objective)**	**1.1)) To establish and operationalize national PHE networks**	**Proportion of EAC Partner States with operational PHE Networks**
Activities	1.1.1 Mobilize and leverage resources for PHE activities / initiatives	Amount of Funds and value of resources mobilized and leveraged for PHE
	1.1.2 Establish national PHE networks to propagate PHE Integration	No. of national PHE networks established and operational
	1.1.3 Build capacity of national PHE networks on PHE integration approaches	No. of national PHE network members capacitated No. of PHE network members taking leadership roles / positions in EAC institutions
	1.1.4 Establish networks and collaboration for PHE implementing organizations	No. of collaborative initiatives on PHE integration
Output 1.2 **(Specific Objective)**	**1.2)) To mainstream PHE into regional and national policies**	**No. of Institutions in the Partner States with integrated PHE in their policies**
Activities	1.2.1 Conduct PHE Awareness, sensitization and Advocacy at all levels	No. of (i) awareness, (ii) Sensitization and (iii) advocacy sessions conducted
	1.2.2 Review national and regional policies to incorporate PHE programming	No. of Regional and national policies reviewed to incorporate integrated PHE

Hierarchy Level	Description	Indicators
	1.2.3 Facilitate the development of a legal framework to support PHE Integration	a developed legal framework to support PHE Integration
	1.2.4 Establish mechanisms for cross-sectoral collaboration and programming	No. of signed and operational MOUs for PHE cross-sectoral collaboration
Outcome 2.0 (Broad Objective)	**2.0)) A regional PHE framework for cooperation in Lake Victoria Basin developed and operationalized**	**Level of operationalization of the frame work for PHE cooperation in LVB**
Output 2.1 (Specific Objective)	**2.1)) PHE Coordination at Local, national and regional levels strengthened**	**Harmonized PHE implementation mechanisms at Local, national and regional levels**
Broad Activities	2.1.1 Establish PHE stakeholders forum	An operational regional PHE stakeholders forum
	2.1.2 Develop and operationalize PHE guiding documents	No. of regional PHE guiding documents developed and operational (e.g. strategic plan, M&E framework, Standard operation procedures, minimum PHE integration package)
	2.1.3 Convene semi-annual PHE Regional Technical Working Group meetings	semi-annual PHE Regional Technical Working Group meetings
	2.1.4 Facilitate Regional Policy Steering Committee Meetings	No. of RPSC meetings facilitated
	2.1.5 Convene national PHE steering Committee meetings	No. of national PHE steering committee meeting convened
	2.1.6 Create awareness and sensitize local level governance on PHE approach	No. of local governance leaders sensitized on and applying the PHE approach
Output 2.2 (Specific Objective)	**2.2)) Generation of PHE information and Knowledge management promoted**	**An operational information and knowledge management system on PHE in place**

Hierarchy Level	Description	Indicators
Broad Activities	2.2.1 Undertake national and regional level PHE studies and research	No. of national and regional PHE studies and research undertaken
	2.2.2 Develop PHE information, education and communication materials	No. of PHE Information, Education and Communication materials developed
	2.2.3 Document and disseminate PHE best practices	PHE best practices documented and disseminated
	2.2.4 Initiate mobile health and environmental conservation messaging	An established mobile health and environmental conservation messaging service
	2.2.5 Develop and disseminate policy briefs on PHE	No. of policy briefs on PHE developed
	2.2.6 Develop a one-stop regional information hub for PHE	A one-stop regional information hub for PHE established
	2.2.7 Convene a biennial PHE Conference	Biennial PHE Conferences convened No. of participants attending the Biennial PHE Conferences convened
	2.2.8 Develop a regional PHE curriculum for universities	Regional PHE curriculum for universities developed
Outcome 3.0 **(Broad Objective)**	**3.)) Integrated population, health and environmental Initiatives in Lake Victoria Basin Promoted**	**Percentage of projects and programmes in LVB formulated within the framework of PHE approach**
Output 3.1 **(Specific Objective)**	**3.1)) Environmental degradation reduced and access to and utilization of quality population and health services increased**	**No. of integrated environmental conservation initiatives implemented** **Proportion of targeted population accessing and utilizing quality population and health services**
Broad Activities	3.1.1 Undertake needs assessment of communities on integrated population, health and	A needs assessment of communities on integrated population, health and environmental

Hierarchy Level	Description	Indicators
	environmental conservation	conservation undertaken
	3.1.2 Identify, map and induct stakeholders in the Provision of integrated population, health and environmental conservation	Stakeholders in the Provision of integrated population, health and environmental conservation Identified, mapped and inducted
	3.1.3 Develop minimum package of integrated population, health and environmental conservation	A developed package of integrated population, health and environmental conservation services
	3.1.4 Build capacity of stakeholders and CBOs on Integrated Population Health and Environment	No. of stakeholders and CBOs trained in integrated PHE approach No. of people trained in FP/RH, MNCH, prevention of communicable and other diseases No. of stakeholders participating in site visits and exchange visits
	3.1.5 Provide integrated population, health and environmental conservation services	No. of people receiving population and health No. of households with integrated environmental conservation initiatives
	3.1.6 Raise awareness and sensitize communities on available Population and health services	No. of community members accessing and utilizing available Population and health services
	3.1.7 Establish PHE model households	No. of PHE model households established No. of community members trained through the model households
	3.1.8 Establish a referral system between communities and service delivery points	An establish referral system between communities and service delivery points
	3.1.9 Train community health and environmental conservation workers (CHECW Champions)	No. of CHECW Champions trained

Hierarchy Level	Description	Indicators
Output 3.2 (Specific Objective)	**3.2)) Participation of women, men and youth in sustainable livelihood improvement initiatives increased**	**Proportion of women, men and youth participating in sustainable livelihood improvement initiatives**
Activities	3.2.1 Build capacity of women, men and youth in income generation	No. of women, men and youth involved in income generating activities
	3.2.2 Promote sustainable alternative livelihoods	No. of sustainable alternative livelihoods initiatives
	3.2.3 Promote leadership and participation of women and youth in planning and decision making for development projects	No. of women and youth in leadership positions in development projects No. of women and youth in participating in planning and decision making for development projects

Annex III: Monitoring and Evaluation Plan for the PHE Program in Lake Victoria Basin

Specific Objectives	Key Performance Indicator	Key Performance Indicator Definition	KPI Information source & Tool	Reporting Frequency	Responsibility	Unit of Measure	KPI Baseline	Global Target	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
1.1 To establish and operationalize national PHE Networks	Proportion of EAC Partner States with operational PHE Networks	Operational networks will be those that are in place and executing their mandate as per their Terms of Operations and objectives	PHE Network Reports and LVBC Reports	Semi-annual	LVBC & PSs	No.	0	5	3	2			
1.2 To mainstream PHE into regional and national policies	No. of National Institutions in the Partner States with integrated PHE in their policies	These will be institutions with deliberate, structured and documented application of integrated PHE approach in their policies and operational procedures	Reports of PHE Networks and Implementing Institutions	Quarterly, Semi-annually and Annually	LVBC & PHE Networks	No.	0	50	10	10	10	10	10
2.1 To strengthen PHE Coordination at Local, national and regional levels	Harmonized PHE implementation mechanisms at Local, national and regional levels	This will be an assessment of existence and synchrony or complementarity of PHE integration / implementation among actors / stakeholders at the local, national and regional levels including MOUs for partnership	Reports of PHE Networks	Quarterly, Semi-annually and Annually	LVBC & PHE Networks, Actors	No. of PHE integration MOUs signed and implemented	0	15	5	5	3	2	

Specific Objectives	Key Performance Indicator	Key Performance Indicator Definition	KPI Information source & Tool	Reporting Frequency	Responsibility	Unit of Measure	KPI Baseline	Global Target	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
2.2 To promote generation of PHE information and Knowledge Management	An operational information and knowledge management system on PHE in place	Existence and level of utilization of the PHE Knowledge Management / web virtual platform or system	LVBC Reports	Semi-annually and Annually	LVBC	An Operational system	0	1		1			
3.1: To reduce environmental degradation and increase access and utilization of quality population and health services	No. of integrated environmental conservation initiatives implemented through the integrated PHE approach and their success rate	This will be a count of successful interventions / initiatives i.e. how many they are and how well they have achieved their respective objectives	Progress Reports of Implementing institutions and Impact Surveys	Quarterly, Semi-annually and Annually	LVBC & PHE Networks, Line Ministries& Actors	No. of successful integrated interventions	0	100	15	30	30	20	5
	Proportion of targeted population accessing and utilizing quality population and health services through the integrated PHE approach	This will be the percentage of people accessing and using quality population and health services relative to the total target population as a result of the PHE integration	Progress Reports of Implementing institutions and Impact Surveys	Semi-annually and Annually	LVBC & PHE Networks, Line Ministries& Actors	Cumulative % of N (target population)	0	70	20	35	50	65	70
3.2: To increase the participation of women, men and youth in sustainable livelihood improvement initiatives	Proportion of women, men and youth participating in sustainable livelihood improvement initiatives	This will be the percentage of women, men and youth relative to the total target population as a result of the PHE integration	Progress Reports of Implementing institutions and Impact Surveys	Semi-annually and Annually	LVBC & PHE Networks, Line Ministries& Actors	Cumulative % of N (target population)	0	60	10	25	40	45	60