



**FEDERATION OF FISHERIES ORGANISATIONS UGANDA**

**REVIEWED STRATEGIC PLAN**

**FOR**

**YEAR 2021-2023**

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## Int LIST OF ACRONOMS

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- **DFOs** - District Fisheries Officers
- **FAO** - Food and Agriculture Organisation
- **FFOU** - Fisheries Organisations of Uganda.
- **CBOs** - Community Based Organisations.
- **CFMC** - Community Fisheries Management Committee.
- **DFR** - Department of Fisheries Resources.
- **FLCs** - Fish Landing Centres.
- **FIRRI** - Fisheries Resources and Research Institute.
- **FTI** - Fisheries Training Institute.
- **GOU** - Government of Uganda.
- **LVEMP** - Lake Victoria Environnemental Management Project.
- **LVFO** - Lake Victoria Fisheries Organization.
- **MAAIF** - Ministry of Agriculture, Animal Industries and Fisheries.
- **MGLSD** - Ministry of Gender, Labour and Social Development.
- **MCS** - Monitoring Control and Surveillance.
- **NEMA** - National Environmental Management Authority.
- **FFOU** - Federation of Fisheries Organisations Uganda
- **UFFCA** – Uganda Fisheries and Fish Conservation Association
- **HIV/AIDS** - Human immune virus/ acquired Aids Syndrome

- **HR** - Human Resource
- **CB** - Capacity building
- **SP** - Strategic Planning
- **WATSAN** - Water and Sanitation
- **SDG** - Sustainable Development goals
- **WASH** - Water, Sanitation and Hygiene.
- **LS** - Landing sites.
- **CSO** - Civil society organisation.
- **UFIROT** - Uganda Fishing Industry Rescue Operation Team
- **NBAU** - National Baria's Association Uganda Limited
- **HFTBAU** - Historical Fishers and Traders (Bakasangwawo) Association Uganda
- **LAFTTA** - Lake Albert Fish Traders and Transporters Association
- **UIFSA** - Uganda Intergraded Fish Supplier's Association
- **KAFIMOCS** - Kampala Fishers and Fish Mongers Cooperative Society
- **LAAFEA** - Lake Albert Association Of Fishers And Environmental Association
- **LAMLFPA** - Lake Albert Mukene and Lagago Fishers Processors' Association
- **BFMCOS** -Busia Fish Monger's Cooperative Society
- **BFMA** -Busia Fish Mongers' Association
- **UFMTA** - Uganda Fish Mow Traders Association
- **TFG** -Twejwenge Fisher's Group
- **KAFIA** -Kalangala Fishing Association
- **KAFFO** -Kalangala Fisheries Forum
- **NAFFIMOCOS** - Namabere Fishers and Fish Mongers Cooperative Society
- **AAA** - Africa Aquaponics Association
- **AACOFFCSO** - Africa Aquaponics Community Fish Farmers Cooperative Society
- **BAWSSFP** -Busega Association of Women Small Scale Fish Traders And Processing
- **KWFPA** -Kiyindi Women Fish Processors Association
- **MPWFC** -Masindi Port Women Fishing Community
- **NLSYFSCCSO** -Ntoroko Landing Site Youth Fishing Savings and Credit Cooperative Society
- **NTMFA** –NyendoTwegate Market Fisher's Association
- **MAWOFCD**A -Masaka Women Fishing Community Development Association
- **GBLCFA** - Greater Busoga Lake Victoria Fisheries Association
- **BAWSSTP** - Bugula Association of Women Small Scale Fish Trade and Processing

## PREFACE

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Uganda has registered modest achievements in revitalizing the fishery sub sector. This has been largely attributed to concerted efforts right from development partners, bilateral, Civil Society organisations (CSO) and above all, political guidance and commitment. While acknowledging the successes in the fisheries sub sector, we must recognize the challenges ahead. There are existing gaps in service coverage for both inland fishing and fishing in deep water bodies. Prevalence rate is still significantly high in the urban areas almost twice compared to rural areas. Hence there should be no room for complacency in fighting illegal fishing and environmental protection.

The intricate relationship between inland fishing and fishing in deep water bodies poses a serious challenge to development efforts at household, community and national levels since most of the affected population falls within the productive age group.

This Federation of Fisheries organizations Uganda (FFOU) Strategic Plan has been developed with wider consultation of key stakeholders and in particular the member associations, rural local leadership that held to identify key strategic issues that have highlighted for action in this strategic plan.

The strategic plan is elaborate and provides a platform for scaling up the challenges facing the fisheries sub sector in Uganda. We acknowledge the support of all who participated in the development of the strategic plan. Special thanks go to GIZ CUSP office which funded this very important activity.

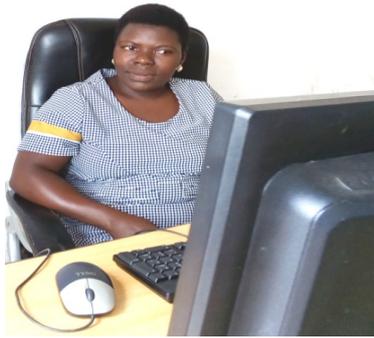
I wish to take this opportunity to call upon all rural leaders and member associations in the country, within their mandates and capacities, to use this strategic plan, develop and implement programs to contribute towards our goal of promoting actions that contribute to limiting the illegal fishing and alleviating the social and economic impact of the rural fishing communities in Uganda.

Together we share the challenge.

Mr. Kanyana Ezra  
**President**

## FORWARD

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The Federation of Fisheries organizations Uganda (FFOU) was launched in 2017 with the support of members contribution in order to enhance the capacity of local authorities to respond to the effects of illegal fishing and environmental protection on the rural populations they serve. This was done upon realization of the critical role rural leaders in fishing communities should play in community mobilization and advocacy. Since its inception, FFOU has proven that Good Governance towards a successful rural fishing communities' response, but it was also realized that the efforts needed to be scaled up and much more widely applied throughout all rural fishing community setting.

Accordingly, FFOU strategic plan is to guide the implementation of rural fishing communities' response to the illegal fishing and environmental protection in the next coming years. The Strategic Plan is also expected to act as a resource mobilization tool. Among the objectives set for FFOU to strengthen its coordination role in up-scaling and enhancing the rural fishing community response.

The strategic plan conforms to the national strategy in the management of Illegal fishing and environmental protection in rural fishing communities and specifically addresses the National Strategic Framework for illegal fishing and environmental protection activities in Uganda to strengthen the national capacity to respond to illegal fishing and environmental protection in Uganda. In this regard, FFOU intends to focus on developing the competencies, systems and procedures of rural authorities for effective response to rural illegal fishing and environmental protection at the local community level.

In the implementation of this strategic plan, GIZ and other partners will support FFOU to forge strategic partnerships and collaboration with other key stakeholders such as development partners; Line Ministries; District councils and Civil Society Organizations (CSOs) for effective rural illegal fishing and environmental protection response at the National level.

During this period, FFOU will work with relevant government institutions including rural fishing centres and other partners, to legalise fishing in various policy frameworks and will contribute to further understanding of Macro-Economic Impact of the Fishing industry. FFOU will share with its partners and stakeholders lessons learned and best practices from elsewhere to partner together with FFOU, support the efforts of Local Government to increase efficiency and effectiveness of the fisheries sub sector response.

I would like to thank all member associations who joined FFOU in supporting the development of this Strategic Plan and hope that all other development partners, Donors and Bilateral Agencies will show their recognition of the important role FFOU play by providing resources to support implementation of the strategic plan.

Finally, I urge all member associations and rural authorities to actively take part in addressing illegal fishing and environmental protection in their local communities though the framework that strategic Plan provides.

## ACKNOWLEDGEMENT

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This Strategic plan would never been a successful without the support of various partners. Thus, the Federation of Fisheries organizations Uganda (FFOU) Wishes to acknowledge their contribution and support to ensure its final development.

We recognize the efforts of our partners GIZ RFBCP Jinja office working together with FFOU to make a difference in the rural fishing community. Special recognition goes to GIZ- CUSP Uganda Nakasero Office which funded all regional conferences and participated actively in the development of this strategic plan.

FFOU would also like to acknowledge the technical assistance rendered by Silke Kabagambe, Verena Bruegelmann Herbert Wamagale, FFOU Technical Team and consultants who worked hard during the process of developing and compiling this strategic plan.

Finally, we wish to thank and congratulate all FFOU member associations, Rural Fishing Authorities and all District stakeholders including DFOs in their various capacities for their active participation in the development of this Strategic Plan.

## Introduction

Federation of Fisheries Organizations Uganda (FFOU) is a non-Profit Making Organization Umbrella body for all non-state actors in Fisheries Subsector initially formed by Twenty Five (25) member Fisheries Associations including Aquaculture/ Aquaponics and Seven (7) Co-operative Societies which brought together all Community Fisheries Businesses for bargaining power, advocacy and to ensure self-monitoring (quality and compliance), protecting the environment around lake shores, promote safe water bodies, sanitation, and responsible fishing while promoting the sustainable development goals (SDGs) set by the United Nations to eradicate poverty, hunger, illiteracy and diseases.

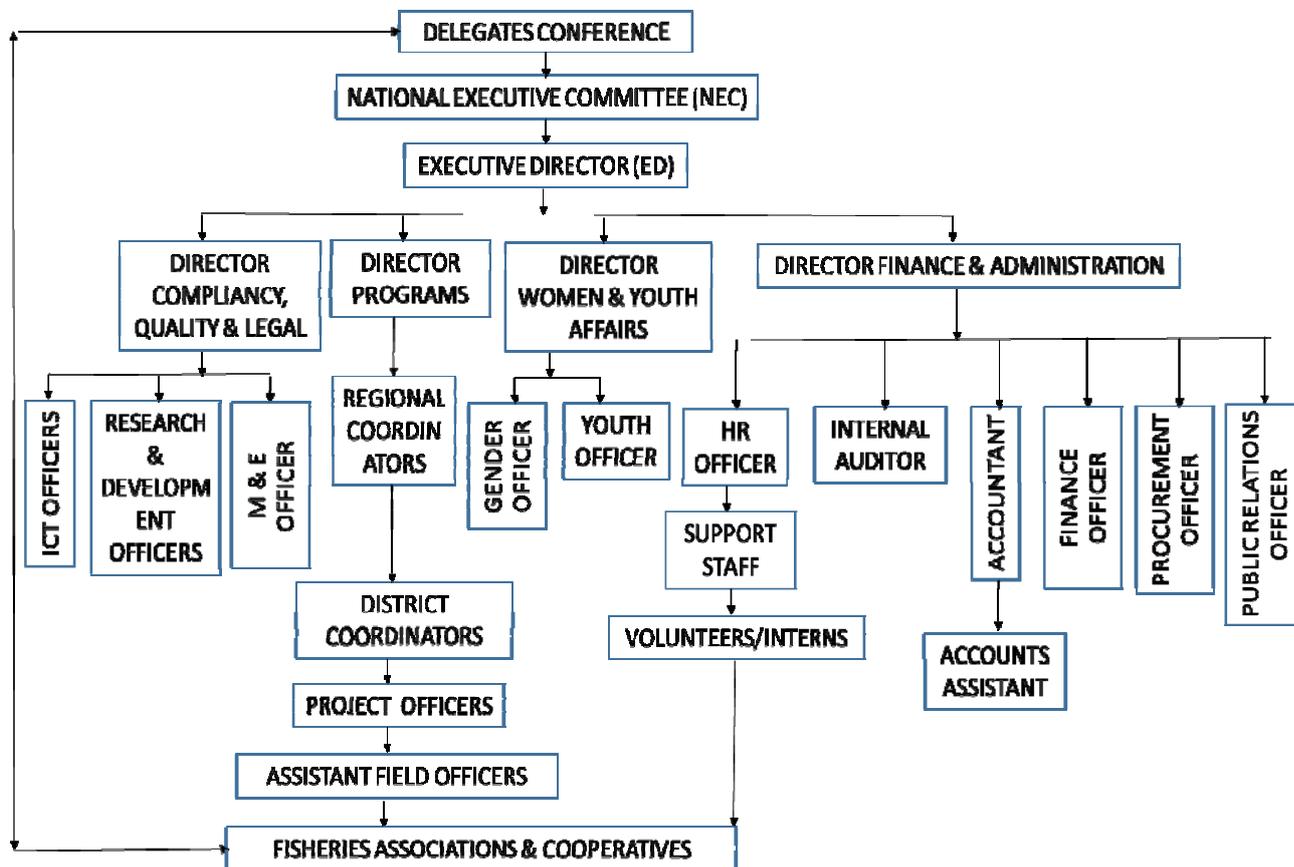
Currently, FFOU has grown to a total number of eighty five (85) member associations. This gives the organisation opportunity to coordinate and build capacity of their membership for a viable fisheries sub-sector.

FFOU works with strategic partners such as GIZ Responsible Fisheries Business Chain Project (RFBCP)- Uganda, Food and Agricultural Organizations (FAO Uganda), Directorates of Fisheries Under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Co-operative Alliance and Uganda Fisheries and other national associations within the region to promote responsible fishing by guiding its members to comply with an agreed ethical code of conduct to observe the fishing standards and the national laws all through the work process.

The Federation of Fisheries Organizations Uganda-FFOU is owned and governed by Ugandan Community Fishers, Traders and Processors (Women and Youth) officially launched by HE the Vice President of the Republic of Uganda Edward Ssekandi Kiwanuka on 26th June 2017, fully recognized and legally registered by Ministry of Justice and Constitutional Affairs operating under Uganda Registration Services Bureau (URSB) No. 80020000212469 to ensure the implementation of its objectives as well as other concerns that either positively or negatively affect their members.

In order to be in touch with its grass root membership, FFOU developed an organizational structure where members are effectively represented in the decision making process and networking. District and regional coordinators have been put in place to enable information flow and to generate reports to the national head office for incorporation of members' needs into overall organizational programmes and Activities.

Figure 1.0 Showing the Organogram of FFOU as approved December, 2020



## Background

Having engaged with GIZ-RFBCP(Responsible Fisheries Business Chain Project) in 2017 and agreed to work together on the Abavubi Fisher Mobile Application Project, FFOU was introduced to CUSP (Civil Society in Uganda Support Programme); a component of the GIZ programme “Strengthening Governance and Civil Society in Uganda”.

In March 2019, CUSP conducted an Organisational Capacity Assessment exercise which aimed at identifying areas that the two parties could work together to strengthen FFOU’s capacity to serve its members.

Through the above exercise, a number of areas were identified and these included Strategic plan Review, regional consultations with FFOU members in respect to the organisational structure review, filing system, resource mobilisation, Monitoring and Evaluation strategy.

Among the above areas, strategic plan review started with a workshop in December 2019 supported by CUSP to guide FFOU Team on key aspects to consider in the development of an organisational strategic plan. The overall goal was to make the planning more focussed and see what could be realistically implemented in the remaining time. The review process has been ongoing since 2020 though with an effect of Covid-19 pandemic that slowed down the process.

The original strategic plan was developed in 2018 to be implemented in five (5) year that’s; 2019-2023, which also started by consultations with members in different parts of the country to establish their needs. However, the need for its review was realised as a result of assessing the strategic objectives and activities thereof to create a positive impact in terms of solving the identified challenges to the members.

With resumption of work from Covid-19 lockdown in June 2020, FFOU engaged CUSP to devise a new implementation approach to the regional Consultation meetings. In the month of October, 2020 ten (10) meetings took place with a maximum number of twenty (20) participants per meeting in the Districts of Masakaat Malembo Landing Site, Bukakata, Kalangala, Ntoroko, Pakwach, Masindi, Soroti, Busia, Lugazi and Kampala. These were organized and conducted by FFOU team of seven staff with different roles to perform during the consultations. Besides seeking members’ view in regard to the revised organizational structure, regional consultations

also aimed at getting members' needs so as to incorporate them into the strategic plan under review

In the review workshop in 2019, FFOU vision, mission and core values were not reviewed and remained the same. The focus was laid on revising the strategic objectives and key interventions, reflecting on the current problems and the progress made. As a result, the strategic objectives were revised as well as the key interventions for the remaining period 2021-2023.

### **1.1. Vision**

To be the leading national Fisheries Federation in coordinating sustainable and ethical fishing practices in Uganda.

### **1.2. Mission**

To promote ethical fishing practices and sustainable development of the fisheries sector in Uganda for improved livelihood the alleviation of poverty and contribution to the food basket.

### **1.3 FFOU Core Values**

The following values guide the work of the Federation of Fisheries Organizations Uganda;

- **Integrity** - Integrity is the foundation on which FFOU builds its relationships, honesty, loyalty and dependability with partners, co-workers, and stakeholders.
- **Efficiency and Effectiveness** - FFOU aims at obtaining the best possible outcome in the least wasteful manner by maintaining dynamic, relevant policies and procedures while consistently supporting quality workforce.
- **Accountability** - FFOU values the ability of our staff and organization to honour our commitments, to clients and to each other. We take ownership of our work and promptly correct mistakes to the greatest extent possible.
- **Professionalism** - FFOU is committed to innovation and excellence in service, putting in mind quality, respect, confidentiality and privacy, protection of intellectual property rights, technical literacy, stewardship, and social obligations.

## **Situation analysis**

In addition to what was done to prepare the strategic plan in 2018, a problem analysis was conducted with FFOU members in a review workshop in December 2019.

### **2.0. Membership, partnerships and affiliations**

FFOU's core membership structure looks at associations, cooperative unions and other community-based organized groups within the sub-sector for fisher communities, local traders, aquaculture fish farmers, processors and exporters, all based on mutual roles, interests and expectations.

Partnerships extend to various levels from Government instrumental bodies, research institutions, and management & development organizations to Donor/funder organizations.

Affiliations are intended for sharing ideas, experiences with related organizations outside our geographical area of operation or those with in the geographical scope that support or contribute to development of the sub-sector but not directly involved in fisheries activities.

### **2.1 Functionality Analysis**

FFOU's functional structure aims at coordination, promotion, advocacy, sensitization, training and resource mobilization, as applied to interventions accordingly at both local and national levels.

FFOU works with local associations and other fisher community-based groups at landing sites as well as District Fisheries Officers (DFOs) and other Government representatives that constitute the key stake holders in the sector National wide.

The scope of membership on all lakes in Uganda, streaming into Government, Partnership with fisheries institutions, communities and value chain actors as well as affiliations to non-fisheries support functions define the functionality of FFOU at a glance.

## 2.2. SWOT analysis.

### **Strengths:**

- The current Membership that supports the organization to execute its mandate.
- Membership diversity (both in wild fishery and aquaculture)
- Committed staff with vast knowledge on the needs of the fisheries community
- Smooth coordination with various stakeholders in the industry

### **Weaknesses:**

- Limited resources to execute its mandate.
- The Registered FFOU membership percentage is still less than the targeted National wide coverage.
- Limited organizational capacity in terms of policy environment and systems

### **Opportunities:**

- Export growth through improved market strategies, better product quality and value adding.
- Improved sustainability of catch through improved mapping, demarcation and conservation of critical habitats.
- The existing technology in fish farming (aquaculture & aquaponics) that can be exploited for increased membership
- The industry is still virgin to provide a strategic planning for its development

### **Threats:**

- Climate change that may cause water level changes and variations in weather as well as flow rates thereby causing loss of breeding habitats.
- Environmental degradation from pollution and increase mining sediment.
- Damping, land conversion and deforestation.
- Increased pressure on the resource due to economic and population growth factors.

## 2.3 Strategic Intervention -Problem Analysis

### 2.4.1 Legislations, policy enforcement and Human rights.

<b>Problems</b>	<b>Root causes</b>	<b>Consequences</b>
<ul style="list-style-type: none"><li>▪ Inappropriate arrests of the fishers by Law enforcement teams. (UPDF)</li><li>▪ Child labour and exploitation.</li><li>▪ Sexual harassment and</li></ul>	<ul style="list-style-type: none"><li>▪ Illegal fishing</li><li>▪ Lack of legal officers to advocate for violated victims.</li><li>▪ Lack of law awareness and enforcement.</li></ul>	<ul style="list-style-type: none"><li>▪ Decrease in income.</li><li>▪ Increased bribery.</li><li>▪ Increased number of school drop outs.</li><li>▪ Deaths and increase in HIV/AIDS spread.</li></ul>

domestic violence. <ul style="list-style-type: none"> <li>▪ Poor fishing methods</li> </ul>		
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#### 2.4.2 ICT integration (Abavubi Fisher Mobile App).

Problems	Root causes	Consequences
<ul style="list-style-type: none"> <li>▪ Incomplete call center.</li> <li>▪ Ignorance about the app.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delayed remittance of funds.</li> <li>▪ Lack of sensitization about the app.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delays in the services to be provided by the app.</li> <li>▪ The app use is not yet appreciated by the fishers.</li> </ul>

#### 2.4.3 Climate Change Action (Environmental protection).

Problems	Root causes	Consequences
<ul style="list-style-type: none"> <li>▪ Lake pollution</li> <li>▪ Deforestation</li> <li>▪ Ecological disruption due to economic activities e.g. farming, sand extraction,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor industrial and domestic waste proposal.</li> <li>▪ Illiteracy and ignorance.</li> <li>▪ Need for charcoal and timber.</li> <li>▪ Lack of alternative livelihood sources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fish migration.</li> <li>▪ Diseases e.g. cholera, typhoid, etc.</li> <li>▪ Poor sanitation and hygiene.</li> <li>▪ Affect rain formation leading to low levels of water in the lakes.</li> </ul>

#### 2.4.4 Capacity for women and youths.

Problems	Root causes	Consequences
<ul style="list-style-type: none"> <li>▪ Child labour and exploitation.</li> <li>▪ Sexual harassment.</li> <li>▪ Less/no participation in decision making.</li> <li>▪ Confinement to less visible fishing roles.</li> <li>▪ Illiteracy and ignorance.</li> <li>▪ Limited access to resources by women and youths.</li> <li>▪ Increased oppression of women and youths</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not being economically remunerated.</li> <li>▪ Ignorance.</li> <li>▪ Cultural factors e.g. men being more superior to women.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poverty.</li> <li>▪ Domestic violence.</li> <li>▪ Low self-esteem by women.</li> <li>▪ Lack of making informed decisions.</li> </ul>

## 2.4.5 Aquaculture fish farming and Aquaponics.

Problems	Root causes	Consequences
<ul style="list-style-type: none"> <li>▪ Lack of funds for starting up aquaculture projects.</li> <li>▪ Lack of land to facilitate the setting up of aquaculture projects.</li> <li>▪ Limited knowledge (if any) in this area by FFOU members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poverty.</li> <li>▪ Ignorance about the government policy on how to use the lake for aquaculture.</li> <li>▪ Lack of aquaculture training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Over fishing in the lakes.</li> <li>▪ Decrease in income.</li> <li>▪ Rift between policy enforcers (UPDF) and the fish folk at different landing sites.</li> <li>▪ Poor management of the aquaculture projects leading to losses.</li> </ul>

### 4. Strategic objectives

#### 4.1 Legislations, policies and Human Rights.

##### Strategic objective:

- ✓ To have informed fisheries communities on fisheries related policies, regulations and human rights by 2023.

##### Interventions:

- Sensitize communities on the existing policies and regulations in the sector and the benefits of being compliant.
- Promote human rights and fishing rights of the fisher folk through awareness campaigns.
- Collaborate with government and fisheries co-management bodies in provision of information relevant to fisher communities.
- Train trainers and community counselors in respective communities on compliance.
- Conduct legal clinics in partnership with law and human rights CBOs.
- Partner with research institutions for awareness on non-compliance implications.

## 4.2 Integration of ICT into the fisheries sector (Abavubi Fisher Mobile App)

### Strategic objective:

- ✓ Enhanced market linkages and improved access to information relevant to the fisheries business chain through a mobile application by 2023.

### Interventions:

- Develop Abavubi mobile application with modules that provide solutions to intended users' current challenges.
- Build capacity of the fisheries business chain stake holders on use of the app.
- Sensitize fisheries groups to appreciate the Abavubi mobile App services.
- Train IT administrators within fishing communities to extend technical assistance.
- Set up a call center with a toll free help line in support of the app services.
- Conduct campaigns on safety on the lake and market linkages.
- Carry out surveys on consumer satisfaction and app services appreciation.
- Carry out stake holders dialogue on current issues in the subsector
- Constantly upgrade the mobile app to suit user needs in the dynamic business environment within the fisheries industry.

## 4.3 Climate change action to protect the eco-system

### Strategic objective:

- ✓ Enhanced participation of fishers and lake users in protection of the eco-system and the environment around the lakes by 2023.

### Interventions:

- Engage in awareness campaigns on proper waste and garbage disposal.
- Promote re-forestation in depleted districts around the lakes.
- Mobilize resources for climate change action and protection of the Eco-system.

- Encourage community participation and industrial intervention in regulating the water hyacinth especially on the lake boundaries.
- Ensure improved sanitization and hygiene of communities around the lakes through various “WASH” programs like orientation to eco-friendly toilets.
- Encourage re-usable and/or cost effective source of energy for production and preservation
- Tree planting.

#### **4.4 Capacity building for women and youth within the fisheries business chain.**

##### **Strategic objective:**

- ✓ Enhanced capacity of women and youth within fisher communities for better participation in the fisheries business chain by 2023.

##### **Interventions:**

- Enhance capacity of women and youth to participate in leadership of associations.
- Train in leadership, business and other skills as well as financial literacy.
- Source for low interest loans to train folks to start or boost their own businesses.
- Encourage and train them in aquaculture fish farming as diversity from catch fisheries for a better livelihood.
- Empower their contribution to the decision-making mechanism within the fisheries business chains.
- Mobilize/ organize more of them into DBOs, associations and Sacco’s where they can share experiences, resources and interests to improve on them.

#### **4.5 Sustainable development of fish farming {aquaculture} and aquaponics.**

##### **Strategic objective:**

- ✓ Increased fish production and sustainable development of aquaculture and Aquaponics among fish farming communities by 2023.

### **Interventions:**

- To provide fish farming training to 200 interested groups within our membership by 2023.
- Set up a FFOU centre for technical training, research and demonstration in line with fish hatching and breeding.
- Encourage /promote co-operatives among aquaculture fish farmers for easy access to relevant information and financial resources.
- Sensitize catch fisher folks to diversify towards aquaculture and Aquaponics by way of introducing Fish cages.
- Promote aquaculture activities within fishing communities.
- Provide technical support for establishment of fish ponds and cages.

## FFOU annual work plan for 2021

NO	Activities/Milestones	Schedule												Estimated Completion Date
		J	F	M	A	M	J	J	A	S	O	N	D	
<b>1</b>	<b>Strategic Objective one:</b>													NA
	To have informed fisheries communities on fisheries related policies, regulations and human rights by 2023.													NA
1.1	Four (4)Stake Holders' Dialogue on the current issues in the Fisheries subsector													<b>2nd week of June</b>
<b>2</b>	<b>Strategic objective two:</b>													NA
	To enhance market linkages & improved access to information relevant to the fisheries business through a mobile App, by 2023													NA
2.1	Capacity Building of fisher IT Administrators													<b>3rd week of February 2021</b>
2.2	Official Launch of the App													<b>4th week of February 2021</b>
2.3	Rollout of the App													<b>4th week of February 2021</b>
2.4	Capacity Building of FFOU Member Associations, GIZ-RFBCP partner Organizations, and On-request visits													<b>End of April 2021</b>
2.5	Monitoring and Evaluation on the impact of training and App on fisheries businesses													<b>End of June 2021</b>
2.6	Media marketing, promotion and awareness creation on the App													<b>End of May 2021</b>
2.7	Maintenance and Regular Updates of the App													<b>Continuous as Updates and software functionality improvements</b>
2.8	Development of the web version of Abavubi Fisher Mobile Application													NA
2.9	Collection and development of user stories on the web version													<b>2nd week of May 2021</b>
2.1	Planning the website software													<b>4th week of May 2021</b>
2	Development of the software													<b>End of June 2021</b>
<b>3</b>	<b>Strategic Objective three</b>													NA



2021 FFOU ESTIMATED BUDGET				
NO	Activities/Milestones	Target NO. of Participants	Budget Estimate (ugx)	Source of Funding
<b>1</b>	<b>Strategic Objective one:</b>			NA
	To have informed fisheries communities on fisheries related policies, regulations and human rights by 2023.			NA
1.1	Four (4) Stake Holders' Dialogue on the current issues in the Fisheries subsector	100 participants	<b>56,000,000</b>	Development partners
<b>2</b>	<b>Strategic objective two:</b>			NA
	To enhance market linkages & improved access to information relevant to the fisheries business through a mobile App, by 2023			NA
2.1	Capacity Building of fisher IT Administrators	40	15,000,000	GIZ- RFBC
2.2	Official Launch of the App	100	20,000,000	GIZ- RFBC
2.3	Rollout of the App	2560	104,405,286	GIZ- RFBC
2.4	Capacity Building of FFOU Member Associations, GIZ-RFBCP partner Organizations, and On-request visits	167	59,225,600	GIZ- RFBC
2.5	Monitoring and Evaluation on the impact of training and App on fisheries businesses	30 Trainees	5,000,000	GIZ- RFBC
2.6	Media marketing, promotion and awareness creation on the App		65,000,000	GIZ- RFBC
2.7	Maintenance and Regular Updates of the App		18,000,000	GIZ- RFBC
2.8	Development of the web version of Abavubi Fisher Mobile Application			GIZ- RFBC
2.9	Collection and development of user stories on the web version	30	4,000,000	GIZ- RFBC
2.1	Planning the website software	3	3,000,000	GIZ- RFBC
2	Development of the software	4	5,000,000	GIZ- RFBC
			<b>298,630,886</b>	
<b>3</b>	<b>Strategic Objective three</b>			GIZ- RFBC
	To enhance the participation of the fishers & Lake users in the protection of eco-system & the environment around lakes			NA
3.1	Identify Fishers needs in this area & magnitude in respect to their needs (Consultant)	4 Landing sites	10,000,000	Development partners
3.2	Partnership with relevant stakeholders (NEMA, DFR, DWE), IUCN, NAFIRRI	5 Partners	1,000,000	FFOU
	Sensitisation on the effect of environmental change and the use of renewable & cost effective energy sources (4 landing sites)	400 Participants	111,400,000	Development partners

3.3	Planting of trees to 3 landing sites	1000 Trees	10,500,000	Development partners
			<b>132,900,000</b>	
<b>4</b>	<b>Strategic Objective Four</b>			NA
	To enhance capacity of women and youth within fisher communities for better participation in the fisheries business chain & Decision making processes by 2023.			NA
4.1	Identify women & youth , train them as TOTs in leadership skills	100 participants	48,000,000	Development partners
4.2	Identify participants & train them on Gender equality & Gender mainstreaming	100 participants	48,000,000	Development partners
			<b>96,000,000</b>	
	<b>Strategic Objective Five</b>			<b>NA</b>
	To increase fish production and sustainable dev't of aquaculture & aquaponics among fish farming communities			NA
5.1	Field survey for capacity assessment& Registration of Fish Farmers/Associations as members ( Consultancy)	150( Pakwach&Lira)	10,000,000	FFOU
5.2	Capacity Building in modern Fish farming in partnership with DFR-PESCA	150 Participants	56,250,000	FFOU/ Development partners
5.3	Promotion of Aquaculture integration	100 participants	47,000,000	FFOU/ Development partners
5.4	Training on Farm integration	100 Participants	47,500,000	Development partners
5.5	Onsite visits to monitor & give support ( for seven days)	75Participants	10,000,000	Development partners
			<b>170,750,000</b>	
	Estimated Total		<b>754,280,886</b>	

Resource mobilisation strategies and core activities were developed and added to the revised version to ensure the financing gaps can be timely closed and the strategic plan can be implemented:

<b>RESOURCE MOBILISATION STRATEGIES</b>		
<b>STRATEGY ONE: IDENTIFYING AND ENGAGING WITH DONORS</b>		
<b>Activity</b>	<b>Responsibility</b>	<b>Timeframe</b>
Research about Donors & their interests	All FFOU Staff & Board	Continuous
Develop Donor Data base	admin. Secretary & IT	Continuous
Write an Introductory Letter	ED/President/Project officer	Continuous as when identified
Write project proposals and concept notes	Project officer/RM committee	Continuous as when identified
Make a follow-up and engage in discussion with Donors	Project officer/RM committee	Continuous as when identified
If not successful, evaluate reasons for failure& review approach to other Donors	RM Committee	Continuous as when identified
<b>STRATEGY TWO: PARTNERING WITH LOCAL AND INTERNATIONAL NGOs</b>		
Research about them & their interests	All FFOU Staff & Board	Continuous
Communicate to them(letters, emails, seek physical Meeting	Project leader/ED/President	Continuous as of need arises
Engage on Contract/MOU signing	Project leader/ED/President	Continuous as of need arises
Participate in other stake holders Activities	ED	Continuous as when identified
<b>STRATEGY ThREE: MEMBERSHIP CONTRIBUTIONS</b>		
Develop Data base for potential membership	IT/Administration Assistant	continuous
Plan for meetings with members	PRO/Field officer	continuous
Prepare the necessary documentations	PRO	continuous
Incorporate them into the current programmes/activities by the Federation	Programmes officer	continuous
<b>STRATEGY FOUR: ORGANISING EVENTS</b>		
<b>Strategy (i): Fish Festival</b>		
Planning meeting for FFOU Staff to identify Stake holders/ Partners & required Resources	FFOU Management	Once every year
Formation of Organising committee	FFOU Management	April, 2021
Produce necessary materials to advertise the event & write invitations to stakeholders	Organising committee	
do the necessary arrangements at the venue	Organising committee	
<b>STRATEGY FIVE: GOVERNMENT ENGAGEMENTS</b>		
Establish Relationships for Recognition	PRO/ED/PRESIDENT	Immediate
Lobby for Government programmes to benefit the Fishing community (Emyoga, etc.)	PRO/ED/PRESIDENT	continuous
Engage on policy matters in the subsector	PRO/ED/PRESIDENT	continuous

Awareness creation on the existing policies	PRO/ED/PRESIDENT	continuous
Research	PRO/ED/PRESIDENT	continuous
<b>STRATEGY SIX: EFFECTIVE MANAGEMENT OF INTERNAL RESOURCES</b>		
Identify & determine the required Resource for FFOU	FFOU Administration	immediate
Planning and Budgeting	Budgeting Team	Both annually and monthly
Put policies to control Resources	FFOU Administration	immediate
Work with Volunteers	HRM	continuous
Employ RM officer/ Establish RM committee	FFOU Administration	by End of March, 2021
Develop saving culture in the organisation	FFOU Administration	continuous
<b>STRATEGY SEVEN: INCOME GENERATION PROJECTS</b>		
Develop a business plan	RM Committee	May, 2021
Internally mobilise Resources	RM Committee	May, 2021
Legal process for the Business	Project manager	June, 2021
Set up/ implement the plan	Project manager	June, 2021
monitor/ assess the performance	RM Committee	September, 2021

A monitoring and evaluation framework was developed identifying indicators at impact, outcome and output levels that is attached to this strategic Plan. Projects implemented by FFOU will have their own indicators of achievement of results, but will be linked to the Strategic plan indicators. For the purpose of learning and adjective planning FFOU will have annual plans. Review meetings to assess the progress and identify needs regarding further planning, looking at the achievements versus impact and outcome will be conducted on quarterly basis.

## ANNEX 1; M&E FRAMEWORK

		MONITORING AND EVALUATION FRAMEWORK						
NO.	Intervention Logic	Strategies	Indicator	Means of Verification	Frequency of Monitoring	Person Responsible	Baseline (insert ref. period)	Target (insert ref. period)
<b>1</b>	<b>Strategic objective 1; To have informed fisheries communities on fisheries related policies, regulations and human rights by 2023.</b>	Sensitize communities on the existing policies and regulations in the sector and the benefits of being compliant.	No. of personnel sensitized on the existing policies and regulations and benefits of being compliant	Reports on sensitization workshops/meetings, Lists of fisher folk sensitized	Continuous	FFOU, Stakeholders, Local authorities, development partner	30% of the population	70% of the target population and or case study area
		Promote human rights and fishing rights of the fisher folk through awareness campaigns.	Level of human & fisheries rights awareness in fishing communities, -No of awareness campaigns carried out in fishing communities, -No of fisher folk sensitized (Specific), -No. of landing sites where sensitization was carried out	Reports on sensitization/ awareness creation workshops/meetings, Lists of fisher folk sensitized, Assessment forms/questionnaires and pictorials	Continuous	FFOU, Stakeholders, Local authorities, development partner		
		Collaborate with government and fisheries co-	No. of collaborations established with	Contracts/ MOUs/ Partnership	Quarterly	FFOU, Stakeholders, Local		

		management bodies in provision of information relevant to fisher communities.	gov't and co-mgt bodies, No of information dissemination documents generated and distributed	deeds developed and signed.		authorities, development partner		
		Train trainers and community counsellors in respective communities on compliance.	No. of personnel trained on compliance, No of councillors trained on compliance	Training Reports, Lists of TOTs trained, Lists of counsellors trained.	Quarterly	FFOU, Stakeholders , Local authorities, development partner		
		Conduct legal clinics in partnership with law and human rights CBOs.	No of legal clinics established, No. of registered human rights conflicts, No. of conflict resolutions carried out	Established Legal clinics, List of victims and conflicts resolved, Reports on the legal issues handled.	Continuous	FFOU, Stakeholders , Local authorities, development partner		
		Partner with research institutions for awareness on non-compliance implications.	No. of research institution partnerships established, No of awareness creation on non-compliance implications carried out, No of research reports developed	Developed and signed MOUs/ Contracts/ partnership deeds, Reports on awareness creations carried out, Research documents/ reports/ journals developed.	Continuous	FFOU, Stakeholders , Local authorities, development partner		

<b>2</b>	<b>Strategic objective 2;</b> Enhanced market linkages and improved access to information relevant to the fisheries business chain through a mobile application by 2023.	Develop Abavubi mobile application with modules that provide solutions to intended users' current challenges.	A well and fully functional Abavubi Mobile Application developed	A fully functional App, development reports	Continuous	FFOU, Stakeholders and development partner		
		Build capacity of the fisheries business chain stake holders on use of the app.	No of stakeholders empowered on the use of the App, No of participants trained on the App use	Training Reports, Lists of participants, Report of app users and downloads(progress report)	Continuous	FFOU		
		Sensitize fisheries groups to appreciate the Abavubi mobile App services.	No of fisher groups empowered on the use of the App, No of fisher folk trained on the App use, Level of fisher folk using the App, No of downloads	Training Reports, Lists of fisher folk trained and sensitized, Report of app users and downloads(progress report)	Continuous	FFOU		
		Train IT administrators with in fishing communities to extend technical assistance.	No of ITAs (Trainers of trainers) empowered on the use of the App, No of fisher folk trained on the App use, Level of fisher folk using the App, No of downloads	Training Reports, Lists of TOTs trained, Lists of ITAs trained, Report of app users and downloads(progress report)	Quarter 5 of Abavubi project	FFOU		
		Set up a call centre with a toll free help line in support of the	An established call centre, An existent Toll free number	Report, available toll free number,	Quarter 6 of Abavubi project	FFOU		

		app services.		call centre				
		Conduct campaigns on safety on the lake and market linkages.	No of safety awareness campaigns carried out, Level of safety awareness among fishing communities, No of market linkages created	Reports, Lists of sensitized personnel, IEC materials developed, List of market links created	Continuous	FFOU		
		Carry out surveys on consumer satisfaction and app services appreciation.	No of surveys carried out on consumer satisfaction, No of participants interviewed in the survey	Reports, questionnaires, assessments forms, oral interview recordings, pictorials	Continuous	FFOU		
		Carry out stake holders dialogue on current issues in the subsector	No of dialogues carried out, No of participants, Platforms used for the dialogue (Links if any)	List of participants, report, Platforms and links used, audio & video recordings	Continuous	FFOU		
		Constantly upgrade the mobile app to suit user needs in the dynamic business environment within the fisheries industry.	No of upgrades/ updates carried out, A fully functional App at various update versions	Functional App, and Technical update reports	Continuous	FFOU		

<b>3</b>	<b>Strategic objective 3;</b> Enhanced participation of fishers and lake users in protection of the eco-system and the environment around the lakes by 2023.	Engage in awareness campaigns on proper waste and garbage disposal.	No of awareness campaigns carried out on waste management, Level of mind-set change among fisher folk on waste management, No of participants sensitized	Reports, Lists of sensitized fisher folk, IEC materials developed and distributed, improved waste management in target communities, pictorials,	Continuous	FFOU		
		Promote re-forestation in depleted districts around the lakes.	No. of trees planted around lake shores, No. of districts and landing sites where re-afforestation is carried out	Field reports, pictorials, planted trees, List of landing sites & districts where re-afforestation was done	Continuous	FFOU		
		Mobilize resources for climate change action and protection of the Eco-system.	No. of proposals/ concepts on climate change/ Eco-systems developed and submitted, No. of strategies developed, No. of resources (all types) acquired.	Proposals/ concept papers developed and submitted, Developed RM strategies, Developed/sign ed MOUs and partnership agreements	Open	FFOU		
		Encourage community participation and industrial intervention in regulating the water hyacinth especially on	Level of community engagement in water hyacinth control, No of industries engaged	Reports, pictorials, List of participants, Cleared lake shores	Open	FFOU		

		the lake boundaries.	in water hyacinth control					
		Ensure improved sanitization and hygiene of communities around the lakes through various "WASH" programs like orientation to eco-friendly toilets.	Level of awareness on community hygiene, Level of mind-set change on sanitation and hygiene, No. of sanitation and hygiene facilities setup	Improved hygiene in target areas, Established WASH facilities, Impact Assessment reports, Assessment forms/ questionnaires, site pictures	Continuous	FFOU		
		Encourage re-usable and/or cost effective source of energy for production and preservation	Level of mind-set change on the use of renewable energy sources in fish businesses, No. of fisher folk adopted to renewable energy sources	Renewable energy sources and equipment in place, Assessment forms on renewable energy	Open	FFOU		
		Tree planting.	No. of trees planted around lake shores, No. of landing sites where afforestation is carried out	Field reports, pictorials, planted trees at landing sites	Open	FFOU, DLGs and communities		

<b>4</b>	<b>Strategic objective 4;</b> Enhanced capacity of women and youth within fisher communities for better participation in the fisheries business chain by 2023.	Enhance capacity of women and youth to participate in leadership of associations.	Level of participation for women and youth in association leadership positions, No. of women and youth in decision making positions, No. of decisions, and ideas developed by women and youth	Lists of women and youth having leadership positions, Minutes for decision making meeting, Capacity building reports, No. of women & youth willing to uptake leadership positions	Open	FFOU		
		Train in leadership, business and other skills as well as financial literacy.	No of women and youth empowered in leadership & financial skills.	Training Reports, Lists of participants	Open	FFOU		
		Source for low interest loans to train folks to start or boost their own businesses.	No. of low interest loans acquired, No. of loan sources established, and No. of women and youth acquiring or have acquired loans	Loan acquisition contracts/agreements, loan request forms, List of women and youth who receive loans	Open	FFOU		
		Encourage and train them in aquaculture fish farming as diversity from catch fisheries for a better livelihood.	No. of youth and women empowered on aquaculture fish farming, Level of livelihood change in fisher communities, and No. of	Training reports, lists of participants, questionnaires, evaluation and assessment forms	Open	FFOU		

			youth/women/associations adopting aquaculture fish farming.					
		Empower their contribution to the decision-making mechanism within the fisheries business chains.	Level of participation for women and youth in decision making, No. of women and youth in decision making positions, No. of decisions, and ideas developed by women and youth	Lists of women and youth attending decision making meetings, Minutes for decision making meeting.	Open	FFOU		
		Mobilize/ organize more of them into DBOs, associations and Saccos where they can share experiences, resources and interests to improve on them.	No. of DBOs, associations and Sacco's established, No. of women and youth mobilized.	Registration certificates and licences. Lists of Established DBOs/associations/ Saccos, Lists of members per DBOs/Saccos/Association	Open	FFOU		
<b>5</b>	<b>Strategic objective 5;</b> Increased fish production and sustainable development of aquaculture and Aquaponics among fish farming	To provide fish farming training to 200 interested groups within our membership by 2023.	No. of trained fisher folk on fish farming, No. of trainings held	Training Reports, Lists of participants	Quarter 1	FFOU		
		Set up a FFOU centre for technical training, research and demonstration in line with fish hatching and	An established fully functional training and research centre, No. of recruited technical staff, No.	Registration certificates and operational licences, Existent	Open	FFOU		

	communities.	breeding.	of trainees supported by the Centre	students, Recruited staff, Training centre in place				
		Encourage /promote co-operatives among aquaculture fish farmers for easy access to relevant information and financial resources.	No. of co-operatives established among fish farmers, Quantity of information accessed by fish farmers co-operatives, No. of financial resources availed for cooperatives	Registration certificates and licences, Available information and data (Documents/ Journals/Fact sheets), Financial support agreements	Open	FFOU		
		Sensitize fisher folks to diversify towards aquaculture and Aquaponics by way of introducing Fish cages.	No of fisher folk empowered on aquaculture and aquaponics	Sensitization reports, Lists of sensitized fisher folk among fishing communities	Open	FFOU		
		Promote aquaculture activities within fishing communities.	Level of awareness on aquaculture in fishing communities, No of fisher folk/ associations adopting the technology	Reports on awareness creation workshops/mee tings, Lists of sensitized fisher folk, Questionnaires, assessment forms, Reports on aquaculture	Open	FFOU		

				uptake in fishing communities				
		Provide technical support for establishment of fish ponds and cages.	No. of extension services carried out, No. of fish farmers setting up ponds and cages, No. of fish pond and cages established, No. of fish farms established	Extension services reports, Lists of fish farmer outreach, Pictorials of established fish farms	Open	FFOU		

**Enclosed:** List of all FFOU Member Associations as annexure A and