



FEDERATION OF FISHERIES ORGANISATIONS  
UGANDA

# REVIEWED STRATEGIC PLAN

2021 -2026



Co-funded by:



Implemented by:  
**giz** Deutsche Gesellschaft  
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## List of Acronyms

<b>DFO</b>	District Fisheries Officers
<b>FAO</b>	Food and Agriculture Organization
<b>CBOs</b>	Community Based Organizations
<b>CFMC</b>	Community Fisheries Management Committee
<b>DFR</b>	Department of Fisheries Resources
<b>FLCs</b>	Fish Landing Centers
<b>FIRRI</b>	Fisheries Resources and Research Institute
<b>FTI</b>	Fisheries Training Institute
<b>GOU</b>	Government of Uganda
<b>LVEMP</b>	Lake Victoria Environmental Management Project
<b>LVFO</b>	Lake Victoria Fisheries Organizations
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MGLSD</b>	Ministry of Gender, Labour and Social Development
<b>MCS</b>	Monitoring Control and Surveillance
<b>NEMA</b>	National Environmental Management Authority
<b>FFOU</b>	Federation of Fisheries Organizations Uganda
<b>UFFCA</b>	Uganda Fisheries and Fish Conservation Association
<b>HIV/AIDS</b>	Human immune virus/ acquired Aids Syndrome
<b>HR</b>	Human Resource
<b>CB</b>	Capacity Building
<b>SP</b>	Strategic Planning
<b>WATSAN</b>	Water and Sanitation
<b>SDG</b>	Sustainable Development Goals
<b>WASH</b>	Water, Sanitation and Hygiene
<b>LS</b>	Landing Site
<b>CSO</b>	Civil Society Organizations
<b>UFIROT</b>	Uganda Fishing Industry Rescue Operation Team
<b>NBAU</b>	National Baria's Association Uganda Limited
<b>HFTBAU</b>	Historical Fishers and Traders (Bakasangwawo) Association Uganda
<b>LAFTTA</b>	Lake Albert Fish Traders and Transporters Association

<b>UIFSA</b>	Uganda Intergraded Fish Supplier's Association
<b>KAFIMOCS</b>	Kampala Fishers and Fish Mongers Cooperative Society
<b>LAAFEA</b>	lake Albert Association of Fishers and Environmental Association
<b>LAMLFPA</b>	Lake Albert Mukene and Lagago Fishers Processors' Association
<b>BFMCSO</b>	Busia Fish Monger's Cooperative Society
<b>BFMA</b>	Busia Fish Mongers' Association
<b>UFMTA</b>	Uganda Fish Mow Traders Association
<b>TFG</b>	Twejwenge Fisher's Group
<b>KAFIA</b>	Kalangala Fishing Association
<b>KAFFO</b>	Kalangala Fisheries Forum
<b>NAFFIMOCOS</b>	Namabere Fishers and Fish Mongers Cooperative Society
<b>AAA</b>	Africa Aquaponics Association
<b>AACOFFCSO</b>	Africa Aquaponics Community Fish Farmers Cooperative Society
<b>BAWSSFP</b>	Busega Association of Women Small Scale Fish Traders And Processing
<b>KWFPA</b>	Kiyindi Women Fish Processors Association
<b>MPWFC</b>	Masindi Port Women Fishing Community
<b>NLSYFSCCSO</b>	Ntoroko Landing Site Youth Fishing Savings and Credit Cooperative Society
<b>NTMFA</b>	Nyendo Twegate Market Fisher's Association
<b>MAWOFDA</b>	Masaka Women Fishing Community Development Association
<b>GBLCFA</b>	Greater Busoga Lake Victoria Fisheries Association
<b>BAWSSTP</b>	Bugula Association of Women Small Scale Fish Trade and Processing

# Preface



Together we share the challenge.

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 Organizations (CSO) and above all, political guidance and commitment.

We must recognize the challenges ahead. There are glaring 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 reviewed with wider consultation of Together we share the key stakeholders and in particular the member associations, challenge. rural local leadership that held to identify key strategic issues that have highlighted for action in this strategic plan.

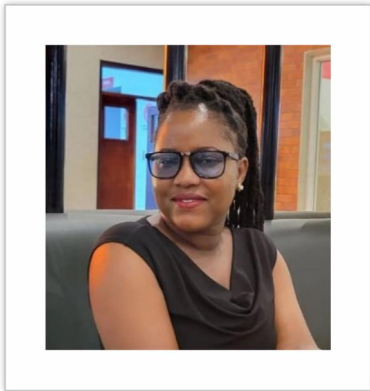
The strategic plan is elaborate and provides a platform for scaling up the challenges facing the fisheries sub sector in Uganda. We acknowledge the support of all who participated in the development and review of the strategic plan. Special thanks go to Civil Society in Uganda Support Programme (CUSP) which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH with financial support from the European Union and the German government.

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 fishing communities in Uganda.

A handwritten signature in black ink, appearing to read 'Kanyana Ezra', written in a cursive style.

Mr. Kanyana Ezra  
**President**  
**Federation of Fisheries Organizations Uganda**

# Forward



Rachel Nassozi Ntulume  
FFOU-Ag Executive Director

The Federation of Fisheries organizations Uganda (FFOU) was launched in 2017 with the support of members contribution in order to enhance the leadership capacity of the fishing

Community to advocate, lobby, resource mobilization for implementation of activities as well as effective representation aimed at improving their socio-economic status including 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 settings.

Accordingly, this strategic plan is a guide to the implementation of the identified strategic objectives to solve some of the members' needs within the fisheries sub-sector in the next coming years. The Strategic Plan is also expected to act as a resource mobilization tool.

In addition, the strategic plan is in line with the national strategy in the management of Illegal fishing and environmental protection in the fishing communities. In this regard, FFOU intends together with all relevant stake holders especially MAAIF and NEMA, to intensively create awareness raising to the fishing communities in Uganda on the existing policies and ensure compliance by its members. In the implementation of this strategic plan, FFOU will identify strategic partners for support and collaborate with other stake holders like CSOs, local authorities for effective response on the identified concerns as per this strategic plan.

During this period, FFOU will share lessons learned and best practices from elsewhere to increase efficiency and effectiveness of the fisheries sub-sector. 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 the necessary to support in the implementation of this strategy

Finally, I urge all member associations and rural authorities to actively take part and support in the implementation process of this strategy.

Mrs. Rachel Nassozi Ntulume  
**AG. Executive Director**  
**Federation of Fisheries Organizations Uganda**

# Acknowledgement



This Strategic plan would never have 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 Kampala Office which provided technical guidance throughout the review process, funded all regional meetings and the printing of final copies.

Recognition also goes to the efforts of FFOU Technical Team that included but not limited to Mr. Kalema Micheal - Executive Director then, Ms Biryeri Zauja - Programmes Director, Mr. Baidhuse Micheal - Director Compliance, quality and legal, Mr. Olua Ojok Isaac - Director Aquaculture among others 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 and support in the development of this Strategic Plan.

Vincent Kangwaje  
**Head Of Finance & Administration**  
**Federation of Fisheries Organizations Uganda**



# Introduction

Federation of Fisheries Organizations Uganda (FFOU) is a non-Profit-Making Organization Umbrella body for all non-state actors in Fisheries Sub-sector, 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 organization 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 the 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.

# 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 GIZ CUSP (Civil Society in Uganda Support Programme).

In March 2019, CUSP conducted an Organizational Capacity Assessment exercise which aimed at identifying areas that the two parties could work together to strengthen FFOU's capacity to serve its members, one of those was a review of the current FFOU strategic plan.

It started with a workshop that took place in December 2019 to guide FFOU Team on key aspects to consider in the development of an organizational strategic plan. The overall goal was to make the planning more focused 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 lock-down 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.

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.

## Vision

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

## 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.

## Core values

The following values guide the work of the Federation of Fisheries Organizations of our staff and organization to honor Uganda;

**Accountability** - FFOU values the ability of our staff and organization to honor our commitments, to clients and to each other. We take ownership of our work and promptly correct mistakes to the greatest extent possible.

**Integrity** - Integrity is the foundation on which FFOU builds its relationships, honesty, loyalty and dependability with partners, co-workers, and stakeholders.

**Professionalism** - FFOU is committed to innovation and excellence in service, putting in mind quality, respect, confidentiality and at obtaining the best possible outcome in privacy, protection of intellectual property the least wasteful manner by maintaining rights, technical literacy, stewardship, and dynamic, relevant policies and procedures social obligations

while consistently supporting quality Workforce

### 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.

### 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.



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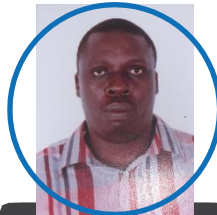
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Assistant



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Assistant



**Geno Karen**  
Administrative  
Assistant Secretary



**Asaso Harriet**  
Office Assistant

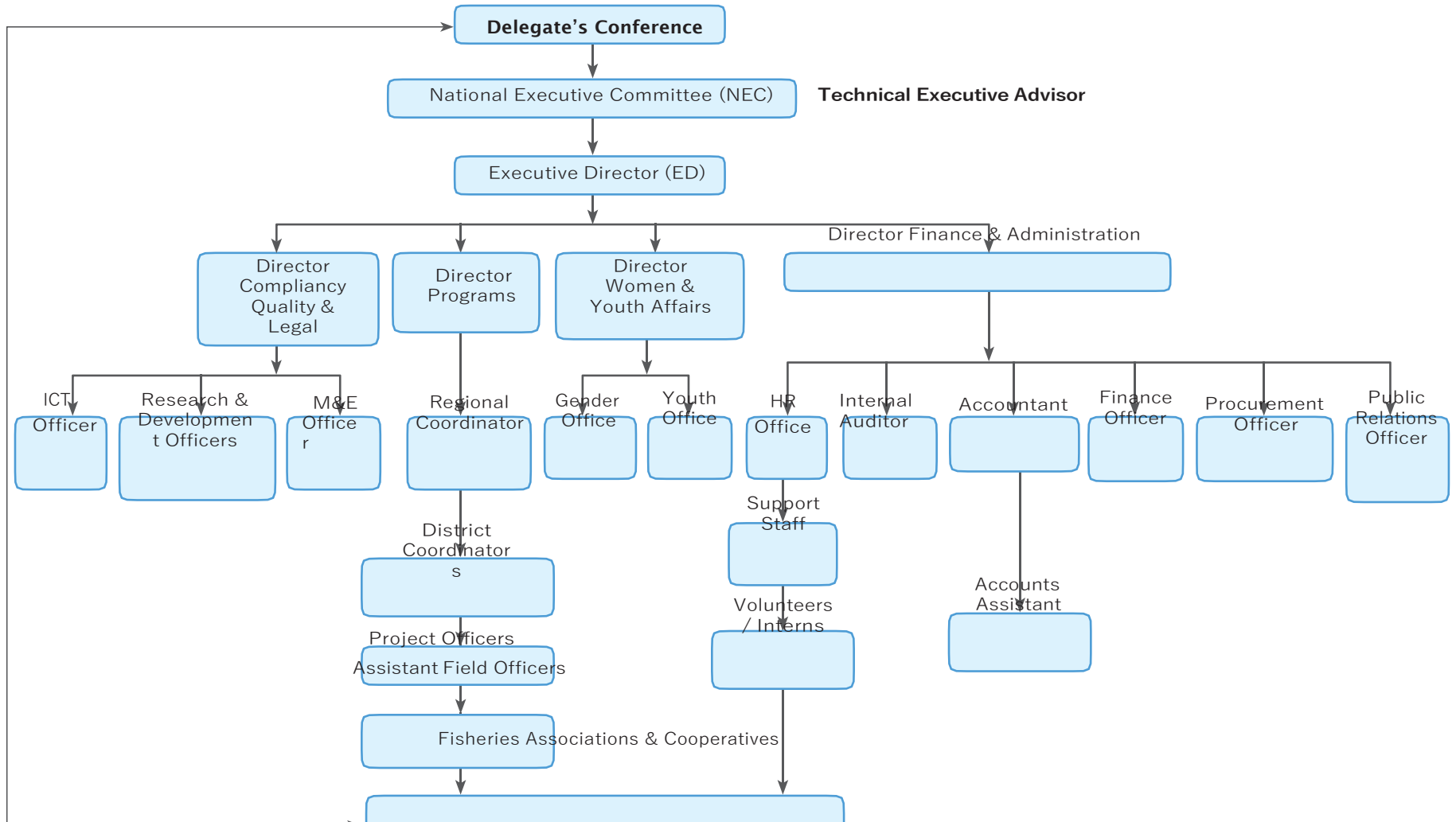


**Joshua Mutawe**  
Field supervisor



**Mutawe Samuel**  
Driver

# Organogram



# 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 addition.

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

### Natural Hazards like floods, floating islands

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.

# Problem 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.

Intervention	Legislations, Policy Enforcement and Human Rights	
Problem	Root causes	Consequences
<ul style="list-style-type: none"> <li>■ Inappropriate arrests of the fishers by Law enforcement teams</li> <li>■ Child labour and exploitation</li> <li>■ Sexual harassment and domestic Violence</li> <li>■ Poor fishing methods</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>Death and increase in HI V/Aids spread</li> </ul>
<b>ICT integration (Abavubi Fisher Mobile App)</b>		
<ul style="list-style-type: none"> <li>■ Incomplete call Centre</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>
<b>Climate Change Action (Environmental protection)</b>		
<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 disposal</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>
<b>Capacity for women and youths</b>		
<ul style="list-style-type: none"> <li>■ Child labor 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>
<b>Aquaculture fish farming and Aquaponics</b>		
<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>



# Strategic objectives and interventions

## A.

### Legislations, policies and human rights



*The consultant explain more about FFOU to the participates*

#### 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 counsellors in respective communities on compliance.
- Conduct legal clinics (services) in partnership with law and human rights CBOs.
- Partner with research institutions for awareness on non-compliance implications.
- Carry out stake holder's dialogue on current issues in the subsector.



## B.

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



*The IT specialist taking through the participants about the 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 Centre 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
- Constantly upgrade the mobile app to suit user needs in the dynamic business environment

# C.

## Climate change action to protect the eco - system



### Strategic objective

**Enhanced participation of fishers and lake users in protection of the eco -system within the fisheries industry 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



# D.

## 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 their businesses

# E.

## 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:

- Provide fish farming training of 200 interested groups within our membership by 2023
- Set up a FFOU center 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 fishponds and cages





## Scale up comprehensive HIV/AIDS services including Malaria/TB/SRH/SGBV and Covid 19 services among the Fisherfolk and other high-risk populations



### Specific objectives

1. To increase adoption of safer sexual behavior among the Fisherfolk by the end of Dec 2025
2. To scale up coverage of comprehensive HIV/AIDS/TB/Malaria/SRH and SGBV services through increased access and utilisation of services among the fisherfolk and high-risk groups in fishing community by end of Dec 2025
3. To strengthen the capacity of FFOU in HIV programming for improved delivery of HIV and AIDS services to Fisherfolk and other high-risk groups by end of Dec 2025

4. To strengthen regional coordination and referral linkages for improved HIV and AIDS service delivery among the fisherfolk by end of Dec 2025
5. To strengthen M&E and Research to generate contemporary knowledge, lessons and good practices to enhance learning and evidence-based programming for quality HIV and AIDS service delivery among the Fisherfolk by end of Dec 2025

### Outcomes

- 1) Reduced HIV risky behaviors among Fisherfolk and other high-risk groups through adoption of safer sex behaviors.

- 2) Increased coverage and uptake of HIV prevention, services to Fisherfolk and other high-risk groups in the 5 great lakes regions of Uganda.
- 3) Strengthened capacity and systems for improved HIV&AIDS services delivery in FFOU, surrounding member associations and the community
- 4) Improved coordination and referral mechanisms for effective HIV and AIDS service delivery for Fisherfolk in 5 great lakes of Uganda
- 5) Improved HIV and Fisherfolk knowledge base in FFOU and fisherfolk community as well as enhanced learning and evidence-based programming for fisherfolk

#### **Adopted implementation strategies**




- a. Promotion of gender equality and social inclusion
- b. Meaning involvement of people living with HIV/AIDS
- c. Use of individual small groups
- d. Adoption of Combination HIV prevention service delivery model
- e. Working through the local leadership and district structures to enhance service delivery
- f. Promoting strategic partnerships, collaboration and networking
- g. Community engagement and participation
- h. Targeted campaign and medical camps
- i. Male involvement
- j. Involvement of leaders
- k. Establishment of DIC

#### **Community implementation interventions**

- i. Conduct quarterly targeted HIV Testing services (Boat to Boat/ Peer to peer, outreaches, APN etc.)
- ii. Conduct targeted HIV/TB camps at landing sites to provide SRH, PEP, PREP, ART, condoms, VMMC, EID, Family planning, HTS etc.)

- iii. Digitalization and integration of HIV prevention services into Abavubi app to promote SBCC, Toll free line and mitigation of occupational safety and health hazards.
- iv. Create enabling environment to provide friendly services to fisherfolk and other high-risk groups
- v. Establish a strong fisherfolk community peer led and boat to boat Landing Site HIV Initiative (LASHI) for sustainable community HIV response
- vi. Develop and Establish condom outlets with consistence condom supplies at the landing sites, Islands and fish markets
- vii. Rejuvenate AIDS Coordination structures I.e. AIDS Committees, CHAGS, VHTs and enhance their functionality and link them to the grassroots Landing Site HIV Initiatives (LASHI)
- viii. Prevent harmful socio-cultural practices and involvement of local leaders to provide support to the victims of SGBV.
- ix. Engage AGYW in life skills for sustainable livelihood and self-reliance
- x. Establish legal clinics and promote justice supporting victims of human rights violation.

#### **Geographical coverage and population size**

-  5 great lakes in Uganda (Victoria, Albert, Kyoga, George and Edward) and surrounding districts.
-  503 Fishing villages/Landing Sites across the targeted 5 great lakes
-  150 Islands on Lake Victoria and Lake Albert

- ✚ 2.2 million people direct lake dependents (Baria, fish traders, Fish processors, Fish farmers, Boat makers, Boat owners, Coxswain, Boat crew, loaders/off loaders, transporters, Input suppliers) who entirely depend on the lake.

- ✚ 10 million people secondary dependents i.e. Displaced population, relatives, children, migrants among others.



**Category of target populations**

- ✚ Youth engaged in cross-generational sexual relationships and their partners

- ✚ Adults and youths involved in multiple sexual partnerships
- ✚ Men and women involved in transactional sex and their clients
- ✚ Sex workers
- ✚ Youth prior to sexual debut
- ✚ Fish truck drivers
- ✚ Cargo boat “drivers”
- ✚ Men having sex with men (MSM)
- ✚ IDUs
- ✚ Uniformed personnel among other vulnerable groups

**PATTERNSHIP AND COLLABORATION**

Federation of Fisheries Organisations works in collaboration with several key partners who includes; The Government of Uganda, Development partners, Political leaders, Districts Local Government, Civil society and the local community .



# Resource mobilization strategies

FFOU has limited resources to execute its mandate and the available ones are not always utilized effectively. To address this weakness and mobilize the resources needed to implement this strategic plan, seven resource mobilization strategies and core activities to implement those were developed.

## Strategy 1: Identifying and engaging with donors

Donors play an important role in financing FFOUs activities and to support in the implementation. FFOU intends to strategically and proactively engage with potential and current donors, build and maintain strong relationships, and to identify win-win opportunities.

## Strategy 2: Partnering with local and international NGOs

Working in collaboration with likeminded local and international NGOs to share knowledge and for joint project implementation to achieve common goals, is among FFOUs mandate as an umbrella Organization. FFOU will identify those Organisations and their interest and engage them to agree on areas of collaboration.

## Strategy 3: Membership contributions

FFOU core mandate is to serve its members and the members do in return provide resources to the Organization, which can be financial but also non-financial resources such as knowledge, networks they have or as volunteers. The members will be actively engaged to benefit from these resources.

## Strategy 4: Organizing events

Events meet multiple purposes which are to achieve the mandate as an umbrella

Organization, increase the visibility, and can also contribute to the generation of financial resources through sponsors, offering exhibition space for a fee, entrance fees, donations, etc. FFOU intends to organize a fish festival to achieve all those purposes.

## Strategy 5: Government engagements

Engaging with the governments is not only essential to achieve organizational goals and objectives but also generating non-financial and potentially financial resources. FFOU will strategically work with the government and identify synergies.

## Strategy 6: Effective management of internal resources

Assessing the resources needed and available to achieve organizational goals and objectives and using those effectively is essential for effective operations. To achieve this FFOU intends to amongst others develop resource inventories and budgets, develop policies and establish working groups and committees.

## Strategy 7: Income generating projects

A nation wide trend of many NGOs is to generate income from alternative sources to not be solely dependent on donor funding, which can be very restricted to project activities and of a short-term nature, making it difficult to finance core operational costs and being able to plan longer term. Common activities to generate income for network Organisations could be to offer consultancy services or trainings for a fee. FFOU intends to tap into this opportunity and develop a business plan and organizational policies to support the implementation.



## Monitoring and evaluation

A monitoring and evaluation framework was developed identifying indicators at impact, outcome and output levels. 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. Monthly reports shall be developed and submitted to the development partners upon, which monitoring and evaluation shall be done. Though quarterly monitoring is considered to be appropriate, The Annual review meeting based on the need can review the monitoring intervals.

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