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# **FEDERATION OF FISHERIES ORGANISATIONS UGANDA**

## **REGIONAL CONSULTATIVE REPORT ON CONSTITUTIONAL REVIEW AND OTHER EMERGING ISSUES**

**CONDUCTED OCTOBER- DECEMBER, 2020**

**SUBMISSION DATE: MARCH, 2021**



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## 1.0 Executive summary

Through Organisational Capacity assessment conducted in partnership with CUSP in March 2019, 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, Regional Consultation meetings were conducted in the month of October to December 2020 in consideration of Covid-19 guidelines; targeting Central Region in the districts of Masaka, Kalangala, Kampala and Buikwe (Lugazi). In the North, consultations targeted the District of Pakwach, in the West targeting the Districts of Masindi and Ntoroko. In the Eastern region, it targeted the Districts of Soroti and Busia.

The purpose of these consultations was to seek members 'views on constitutional amendments, ongoing Strategic Plan (SP) review, to find out members' needs and their expectations from the Federation.

The objectives of the Regional consultation meetings were achieved. Wealth of ideas was gathered in the specified areas which will help the Federation to design programmes that are SMART and member centred. This was due to the fact that members' attendance and participation was at an estimate of at least 98% though with minimum participation of women.

Arising from the above consultations, members recommended the engagement of stake holders on policy enforcement issues, training in fish farming, gender issues to be considered among the priority issues, approved the proposed organisational structure, financial literacy and capacity building of associations among others.

## 2.0 Acknowledgement

With great gratitude, appreciation goes to our partner (CUSP) for the great support both technically and logistically that enabled the Federation to carry out these consultations. The knowledge acquired as a Federation from CUSP cannot be under estimated for the changes/progress the Federation is registering in form of building capacity to its workforce.



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On the same note great thanks goes to Ms Biryeri Zauja- Field Team leader and those who traversed all the regions and conducted successful consultations with members Mr. Kalema Michael, Mr. Olua Isaac, Mr. Baidhuse Michael, Mr. Kigula Luise, Mr. Baingana Johnson, Ms Kesiime Gloria Ms Naiga Sharon and Mr. Muyimba John. This is hoped to guide the federation to design programmes that are specific in nature, time bound and above all member centred.

### 3.0 Brief Introduction to FFOU

Federation of Fisheries Organizations Uganda (FFOU) is an umbrella body of registered fisheries Associations and Cooperatives (non-state actors), formerly known as Fish Traders and Transporters' Associations Uganda (FFTTAU). FFOU is a non-profit and nonpartisan body, formed in 2011 as a network of Traders and Exporters, legally registered with the Uganda Registration Services Bureau (URSB) NO. 80020000212469 in 2017. Currently, FFOU has membership in the following Districts; Kampala, Wakiso, Mpigi, Mukono, Buikwe, Masaka, Rakai, Kalangala, Ntoroko, Masindi, Hoima, Bulisa, Jinja, Namayingo, Mayuge and Buvuma.

FFOU brings together community fishing businesses to ensure self-monitoring (quality and compliance), protecting the environment around lake shores, and responsible fishing while promoting Sustainable Development Goals (SDGs) set by the United Nation to eradicate poverty, hunger, illiteracy and Diseases.

FFOU Head Offices are based at Wabyona Plaza Jinja Road- Bweyogerere. FFOU has member-based programs implemented through a combination of activities such as advocacy, capacity Building, situational analysis, networking, membership representation, policy engagement among other.



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*Figure 1 above showing the Deputy ED of FFOU giving an overview of the organisation*

### 3.1 FFOU Vision

To be the leading National Fisheries Federation in coordinating sustainable and ethical Fisheries practices in Uganda

### 3.2 FFOU Mission

To promote, through collective action with member affiliates and all value chain actors, the growth and ethical practices of Uganda’s Fisheries sector for the benefits of all Ugandans

### 4.0 Background

Having engaged with GIZ-RFBCP (Responsible Fisheries Business Chain Project ) in 2017and agreed to work together on the Abavubi Fisher 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 the organisation’s capacity.

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.



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Among the above areas, regional consultation meetings were to be conducted in the month of April 2020 focusing on three (3) regions that's; Western, Eastern and Central Uganda. However, this plan was changed due to Covid- 19 pandemic.

With resumption of work from Covid-19 lockdown in June, 2020, FFOU engaged CUSP to devise a new implementation approach. In the month of October, 2020, the two parties agreed on ten (10) meetings 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 organised and conducted by a FFOU team of seven staff with different roles to perform during the consultations. The Regional consultation meetings started late October and ran up to 7<sup>th</sup> December, 2020.

#### 4.1 Objectives of the Consultations

1. To consult members on Constitutional review in regard to Organisational Structure
2. To find out the needs of members and their expectation to the Federation
3. To find out members' sources of income
4. To consult members on the current Strategic plan review

#### 5.0 Methodology

In order to collect views from members, the following methods were applied:

- Lecture ;which was intended to make participants understand what FFOU means in details, mandate , ongoing activities, upcoming activities, how to become a member, Roles and obligation of members.
- Group discussions; aimed at encouraging members to freely come up with suggestions in relation to the constitutional review,their needs/ challenges and together suggest possible approaches to solve them.
- Questions and answer session; for both participants and organisers to seek clarification on issues raised/presented.



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## 5.1 Target Areas

The meetings targeted the following areas in consideration of the distance to be travelled by participants:

- Masaka Malembo- as a central place for Rakai, Masakacity, Dimo and Musambwa Island participants
- Bukakata, for Bukakata participants
- Kalangala Town council as a central place for participants from different Islands and Landing sites within Kalangala District.
- Pakwach Town as a central place for participants from different landing sites within Pakwach district
- Masindi Town as a central place for Masindi, Hoima, Nakasongola and Buliisa Participants.
- Soroti, as a central place for participants from soroti, Serere and Amolator districts.
- Busia Town, as a central place for participants from Busia landing sites and Dolwe golofa islands in Namayingo district.
- Lugazi, as a central place for Kiyindi-Buikwe, Jinja, and Buvuma.
- Kampala as a central place for mukono, wakiso, nsangi, Busega, Kampala Central, Buddo and Kasenyi participants.

## 6.0 Outcome of the Consultations

The most outstanding outcome of this exercise was that; FFOU had an opportunity to reach different parts of the country to identify itself with both enrolled and potential membership, understand the working situation as a target to expand on the Federation's membership base for viability as well as visibility.





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*Figure2 above showing part of participants at Busia meeting during group discussion on the challenges they face at their different landing sites*

#### **a) Constitutional review in regard to Organisational Structure**

In respect to the above objective, presentation on the changes proposed by the National Executive committee were made; explaining how the changes came as a result of the organisational capacity assessment exercise conducted in partnership with GIZ-CUSP.

However, in comparison of the previous organisational structure with the recently proposed structure by NEC, members resolve and approved the current Organisational structure (**Annex A & B**). In addition to this, members expressed the need for every player in the structure to play their appropriate roles for it to have meaning.





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Further to the above, members suggested the need to strengthen Regional and District structures for the purpose of effective coordination between the grassroots and the Head quarter of FFOU.

## **b) The needs of members and their expectation to the Federation**

Under this objective, members presented a number of needs/ challenges they were experiencing as follows.

### 7.0 Challenges

The following are the challenges that were reported by the representatives of the fisher folk;

- The floods which were noted to be a general problem to all members' landing sites across the country affected their operations as some were forced to shift. This did not only affect fishers that reside/operate around the Lake but also those engaged in fish cage farming.
- Harsh enforcement by UPDF that involved burning of all their fishing gears (Boats and Nets plus their accessories), beating and killing of some people. The end result of this was that many fishers were technically pushed out of business hence causing an economic challenge for survival.
- Tricky operations by UPDF of registering all fishers in disguise of Government plan to give them support and later limit a number of boats per landing sites.
- Monopolising Legal Boats Supplier particularly on Lake Kyoga.
- Cage Fish farmers particularly in Pakwach and Masindi Districts lost a number of cages as a result of Floating Islands.
- Taxation policy which is not clear that exposes fishers to multiple commitments
- UPDF has run away from the core reason for their deployment and started engaging themselves in fish business. As a result, even those that engage in legal fishing are sometimes tortured and robbed.
- Unregulated market prices for fish
- Insufficient knowledge and skills to best manage their associations and SACCOs.
- Lack of knowledge and skills to engage in alternative fishing (Cage & Pond fish farming)
- Inadequate flow of information from the Federation Head-quarters to members about ongoing activities/programmes



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- Gender inequality in the sector
- Federation has not engaged so much its membership in the fish farming subsector



*Figure 3 showing participants at Masindi Meeting during preliminary meeting*

## 8.0 Expectations from members

In respect of the above challenges, members' expectations from FFOU were as follows:

- Members expect the Federation to give them guidance in terms of training to develop skills and knowledge base appropriate to run their associations.
- Strengthening of both regional and district structures to allow effective flow of information from down to the top and vice versa.
- The federation's voice to be heard all the time whenever there is an emerging issue affecting the fishers including advocacy for appropriate policies and their enforcement approaches.



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*Figure 4 above showing a representative of FFOU AT kalangala giving views on members expectation*

#### **c) Members' sources of income**

Through brainstorm and question& Answer sessions, participants were able to share with FFOU Team the sources of income to their associations. These include membership contribution and SACCOs.

However, it was explained that with the floods and operations to enforce illegal fishing, it affected their income as some members are still out of business. In the same way, this also affects FFOU income in terms of amount received as well as the intervals for remittance from member associations.

#### **d) Consult members on the current Strategic plan review**

Considering the review of the strategic plan, FFOU team presented the new changes in the strategic plan for members' view. In response therefore, members appreciated the guidance offered by CUSP to make their SP more specific and clear. However, suggestions for inclusion of more Activities were registered. These includes advocacy for appropriate enforcement procedures, Gender issues, leadership skills and resource mobilisation to revamp their operations.



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## 9.0 Challenges by FFOU

During the execution of field activities, the following were some of the challenges faced. First and foremost, FFOU misunderstood CUSP's means of facilitation. In that way FFOU expected CUSP to facilitate their field officers with some form of up-keep/allowances in the field.

Delays in payments to some Hotel expense resulted into delays to execute some meetings as planned. In the same way, a delay in payments for transport refunds to participants at one time was compromising the image of FFOU.

Too much expectation from members for instance paying for their office rent, give them money to boost their businesses, etc. This was due to the fact that most members do not understand the role and mandate of the Federation

## 10.0 Recommendations

Arising from the above discussion, the following were recommended by the participants:

As a result of their businesses being polarised by UPDF operations, members recommended for FFOU to organise a meeting with MAAIF, UPDF and other key stake holders in the sector to discuss the enforcement strategy in consideration of human rights.

Besides wild fishery, there is need to put effort in Aquaculture area. Training members in fish farming can re-engage those who are greatly affected with both natural calamities and enforcement actions.

Gender inequality is another concern that requires attention. Deeper discussion on relaxed participation of women in some activities in the sector including participation in the process of decision making is very important when it comes to economic development.

Strengthening the capacity of association leaderships, regional and district structures is to improve on information flow and participation in FFOU activities.



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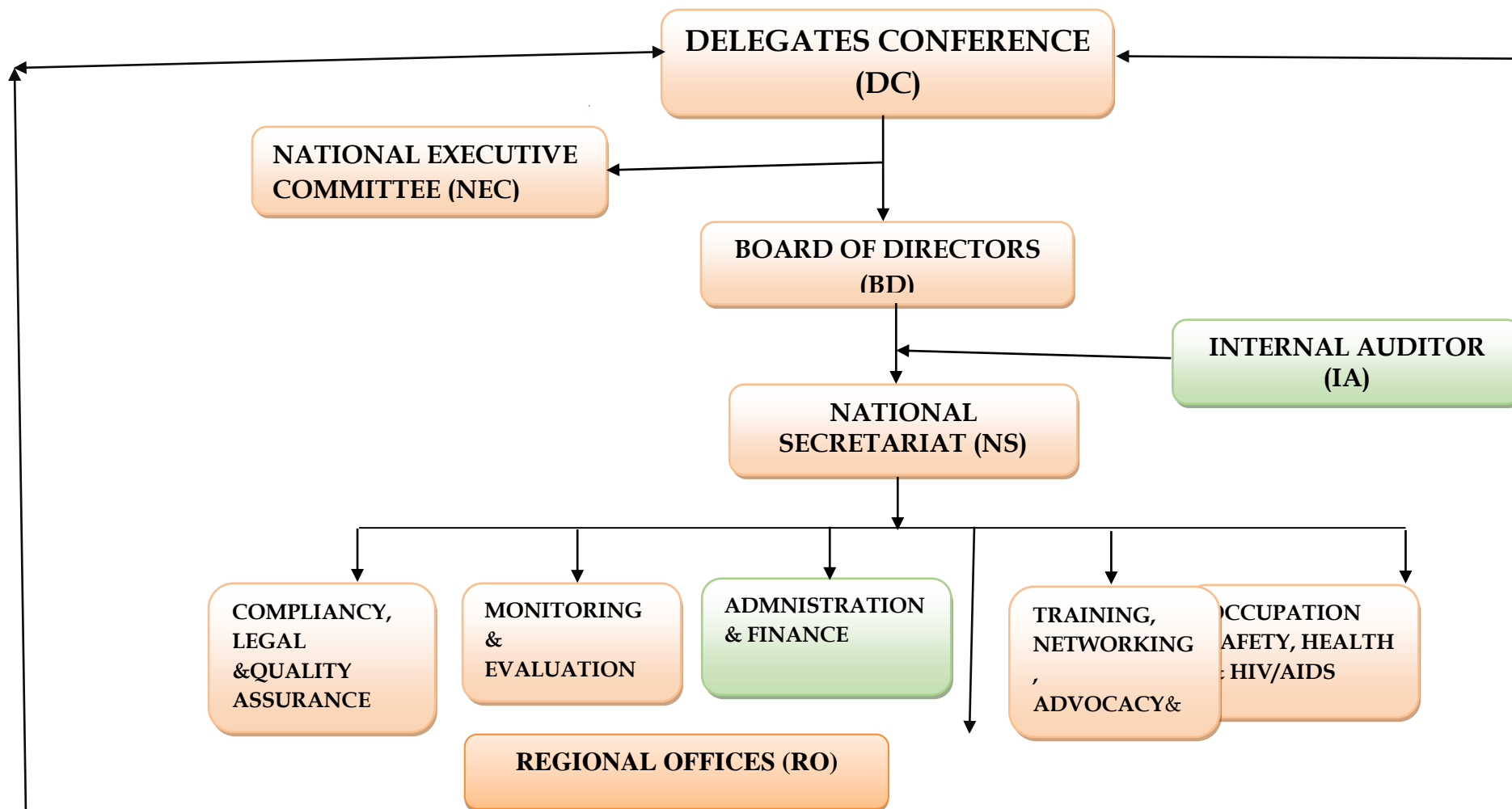
## 11.0 Conclusion

The objectives of the Regional consultation meetings were achieved. Wealth of ideas were gathered in the specified areas which will help the Federation to design programmes that are SMART and member centred. This was due to the fact that member's attendance and participation was at an estimate of at 98% though with minimum participation of women.

The Consultations were a great experience to the team to interact with members while observing the challenges they go through in execution of their duties in some parts of the Country. It was observed that members desire to be in close coordination with the federation as it's the only voice they hope to air out their issues. A gap between members and their federation office subjects FFOU to irrelevancy in the subsector.



### FFOU INITIAL ORGANISATIONAL STRUCTURES







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DISTRICT OFFICES (DO)

FISHERIES ASSOCIATIONS & LANDING SITES COMMITTEES

APPENDIX 'B' FFOU APPROVED ORGANISATIONAL STRUCTURES OF DECEMBERS, 2020

