



FIRST STRATEGIC PLAN

2021 - 2026



AWFISHNET

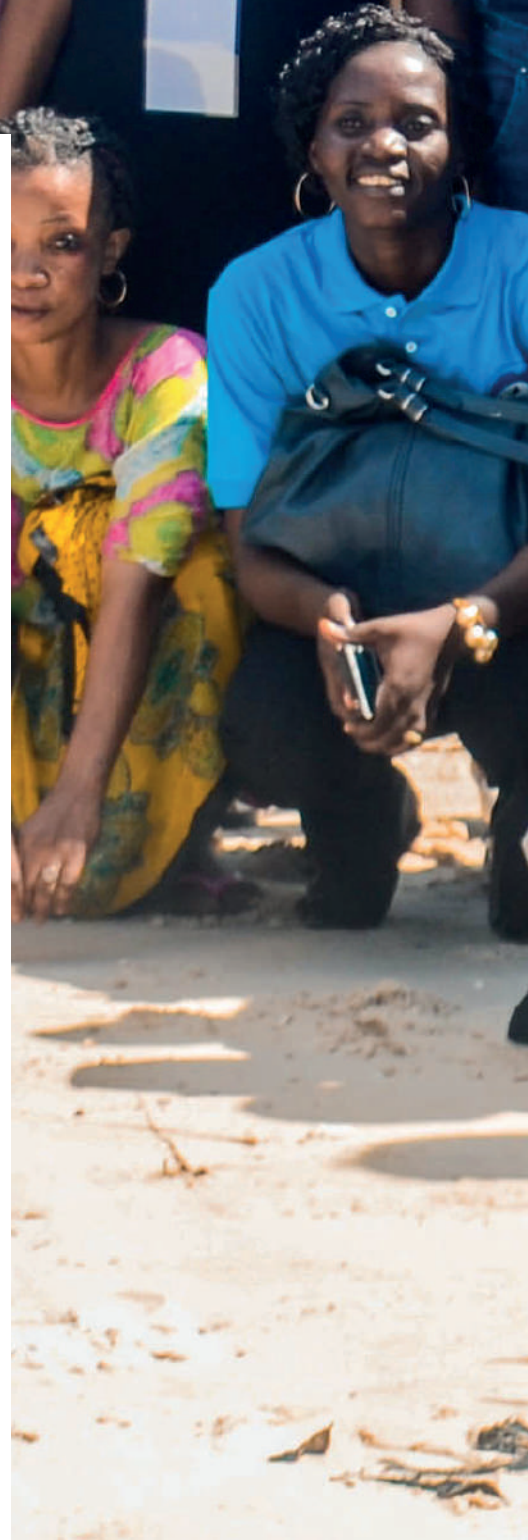


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ABBREVIATIONS AND ACRONYMS

AU	African Union
AU-IBAR	African Union Inter-African Bureau for Animal Resources
AWFISHNET	African Women's Fish Processors and Traders Network
BMU	Beach Management Units
CAADP	Comprehensive Africa Agriculture Development Programme
CGIAR	The Consultative Group on International Agricultural Research
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease 2019
DRC	Democratic Republic of Congo
EAC	East African Community
ECOWAS	Economic Community of West African States
EMEDO	Environmental Management and Development Agency
EU	European Union
FAO	Food and Agricultural Organisation
GA	General Assembly
GAF7	The Gender in Aquaculture and Fisheries (GAF7)
GDP	Gross Domestic Product
IUU	Illegal, unreported, and unregulated
KPIs	Key Performance Indicators
KRI	Key Risk Indicators
LDCs	Least Developed Countries
MOU	Memorandum of Understanding
NEPAD	The New Partnership for Africa's Development
NGO	Non-Governmental Organisation
PESTEL	Political, Economic, Socio-cultural, Technological, Ecological & Legal
PFRS	Policy Framework Reform Strategies
PWC	PricewaterhouseCoopers
SADC	The Southern African Development Community
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SMART	Specific, Measurable, Attainable, Realistic, and Timebound
SME	Small Medium Enterprises
SWOT	Strengths, weaknesses, opportunities, and threats
TAWFA	Tanzania Women Workers Association
UN	United Nations
UNCTAD	The United Nations Conference on Trade and Development
WSSF	World Small-Scale Fisheries Congress
WWF	Worldwide Fund for Nature

FORWARD



The African Women Fish Processors and Traders Network (AWFISHNET) was founded in 2017 as a platform for Women fish processors and traders in the continent to collaborate and cooperate; share best practices, experiences, technologies and learning together; advocate for issues affecting their activities and facilitate enabling policy environment to enhance their role in the fisheries sector in the continent. In so doing, AWFISHNET expected to strengthen Women fish processors and traders as SMEs by expanding their market and marketing opportunities, improving intra-regional African fish trade, and contributing to food security and nutrition.

Since its inception, the Network has been carrying out various programme activities within the framework of its founding objectives and activities. These programmes have been developed and implemented by the Bureau which is a governing board of AWFISHNET through a Secretariat temporary hosted by the Environmental Management and Development Agency (EMEDO) in Mwanza, Tanzania. National Associations in Algeria, Cameroon, Chad, Comoros, Congo Brazzaville, D.R. Congo, Madagascar, Tanzania, Togo, Uganda, and Zambia have also implemented some of the programmes.

Signed by
Secretary General

To build on their commitment for a sustainable, inclusive, and empowering Women in fisheries, AWFISHNET has developed her first 5-year Strategic Plan (2021-2025). The strategic plan focuses on the following strategic priorities in the next five years:

- (a) Safe and healthy working environment for Women in fish trade and fish processing.
- (b) Conserved, sustainable, and accessible supply of safe fish stocks.
- (c) Increased viability and competitiveness of Women-owned enterprises.
- (d) Improved participation of Women in policy and regulatory processes and outcomes impacting on their businesses.
- (e) Enhanced AWFISHNET and affiliates organizational capacity development.
- (f) Fostered spirit of resource mobilization.

The development of this Strategic Plan was guided by participatory and collaborative approaches that engaged AWFISHNET leadership and stakeholders through various instruments for consultations, information and reflections. Different methodologies such as SWOT, PESTLE, Stakeholder Mapping and Analysis, and Risk Assessment and Management were used. The development of the Strategic Plan was a collective effort with both forward and backward consultations that included different interest groups particularly members of the AWFISHNET Bureau, AWFISHNET Members, Partners, Donors (including Food and Agricultural Organisation (FAO), SwedBio, Oak Foundation, World Fish, Women in Sea Food), among others. These interactions, feedback sharing, and consultation were guided by key informant interviews and a virtually coordinated five-day strategy workshop.

Extensive review of external literature on trends and issues in the fisheries sector and particularly issues affecting Women in fish trade and processing were undertaken. Equally a review of internal literature on the founding documents of AWFISHNET including the AWFISHNET profile, constitution, PWC organisation assessment report, General Assembly and Bureau meeting reports, monitoring, Evaluation, and Learning reports, due diligence reports, workshop reports, and due diligence reports were undertaken.

This strategy is therefore a product of the collective views of AWFISHNET and its stakeholder on the strategic goals/ priorities that AWFISHNET should pursue in the next five years and the supporting capacities, and resources that will be required to implement the strategy.

Signed by
President

EXECUTIVE SUMMARY



The mission of AWFISHNET is to 'Enable African Women fish processors and traders to effectively manage their social, economic and political development processes for improved livelihoods'. It is recognized though that 27.3% of actors in Africa's fisheries and aquaculture sector are Women. Within the fisheries sector value chain 91.5% of the Women are involved in post-harvest handling of fish. Globally 90 million Women are responsible for the livelihood and nutrition of their families.

The enormous contribution by Women directly through investments in fish trade and fish processing and indirectly through unpaid labour related to supporting men in the fisheries by for example preparing food for husbands involved in fish harvesting is not always acknowledged. The gender relations in the fisheries sector and particularly the relationship between Women and men is inequitable and characterized by economic, social, and cultural biases and inequities. The relations are influenced by unequal economic status, power relations, and access to productive resources.

The constraints impacting on Women in the fisheries and aquaculture sector include poor and un-healthy working conditions; limited access to fish resources; lack of access to finance; and lack of access to markets. Women in fish trade and fish processing lack business skills and are not able to build competitive, viable and sustainable enterprises. Equally they lack both equipment and knowledge of fish processing and value addition technologies. The participation of Women in policy and regulatory processes is limited and as a result most the policies and regulations are not gendered. These constraints are exacerbated by the global problems of conservation and sustainability of fisheries resources as well as disruptive natural like climate crises such as flooding, and human imposed disasters like conflicts and wars. While AWFISHNET has been established as a vehicle through which Women in Africa can jointly address these problems, the organisation is still in its formative stages and needs to develop its organisational capacity and resource base.

To address the above constraints, these strategic plan focuses on the following prioritises: safe and healthy working environment; conservation, sustainability, and access to fish resources; viability and competitiveness of Women enterprises; participation of Women in policy and regulatory processes; organisational capacity of AWFISHNET; and resource mobilisation. In these priority areas, AWFISHNET will pursue the following strategic objectives during the period 2021-2025:

- (a) Improve the working facilities and hygiene conditions for Women in fish trade and fish processing;
- (b) Actively participate in the conservation and ensure sustainable and accessible supply of safe for human nutrition;
- (c) Build the capacity of Women fish trade and fish processing enterprises to establish and manage profitable and competitive business enterprises;
- (d) Raise the consciousness and capacity of Women in fish trade and fish processing to influence policies, laws and regulations impacting on their business;
- (e) Develop organisational capacity of AWFISHNET to initiate, develop, and implement impactful programs;
- (f) Mobilise resources and establish sustainable partnerships to support program implementation.

At the onset, this strategic plan provides background information on AWFISHNET including founding objectives, vision, mission, values and operating principles. This is followed by description of how the strategy was developed, the context of the strategy, strategic priorities and objectives, risk assessment and mitigation measures and finally, the implementation modalities.

BACKGROUND INFORMATION



The African Women Fish Processors and Traders Network (AWFISHNET) is a membership network of Women fish processors and traders in the continent of Africa. AWFISHNET was established in 2017 with the overall aim of improving the livelihoods, welfare, and contribution of Women to Africa's fisheries. The network membership is drawn from the national associations of Women fish workers from 28 African Union (AU) countries. Currently, the member countries are Algeria, Benin, Burkina Faso, Burundi, Cameroon, Chad, Comoros, Congo, Cote D'Ivoire, D.R. Congo, Egypt, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Nigeria, Senegal, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Uganda, and Zambia. These represent a 52% proportion of all African Union Membership Countries. The Environmental Management and Development Agency (EMEDO) in Mwanza, Tanzania currently hosts the Secretariat of AWFISHNET.

In brief, the performance of Women in the fisheries sector is dependent on their access to information, knowledge, new skills and appropriate technology, gender-sensitive fisheries policies, and business development services. In most African countries, these success factors are highly lacking. AWFISHNET as a network provides a Non-State Actors forum through which Women can collectively share their experiences and advocate as "One Voice" for sector reforms and development actions that empower Women to leverage their capacity to access, sustainably manage and utilize Africa's fishery resources for their well-being and that of society. One of the preliminary activities for AWFISHNET was the first African Women's Fish Processors and Traders Symposium and Trade Fair held on 19-21 November 2019, Kampala Uganda, and considered as among its priority activities and which may be institutionalised as an international annual event moving forward.

1.1 Founding Objectives of AWFISHNET

The AWFISHNET membership affirms their commitment to:

1. Improve the welfare and incomes of Women engaged in fish processing and trade in Africa.
2. Improve the working environment and conditions of Women engaged in fish processing and trade in Africa.
3. Ensure the equitable participation of Women at all levels of decision-making in fish processing and trade at national, regional, and continental levels.
4. Improve the viability, sustainability, and growth of Women's enterprises.
5. Improve the competitiveness and access to markets of Women's products to national, regional, and continental markets.

This network is envisaged to provide a platform for Women fish processors and traders in the continent to collaborate and cooperate; share best practices, experiences, technologies, and learning together; advocate for issues affecting their activities and facilitate enabling policy environment to enhance their role in the fisheries sector in the continent. AWFISHNET is further expected to strengthen the role of Women fish processors and traders as SMEs by expanding their market and marketing opportunities, improving intra-regional African fish trade, and contributing to food security and nutrition.

Some of the strategic activities for AWFISHNET to achieve its mandate are:

1. develop and implement public awareness campaigns and actions on specific fish processing and trading issues;
2. facilitate multi-stakeholder activities and events such as round-table discussions, public and private sector engagements;
3. organise capacity building activities and advocate for policy change;
4. demonstrate practical ways of overcoming obstacles and barriers in adopting best practice;
5. improve and broaden networks and coalitions with relevant and like-minded organizations;
6. advocate for the development and introduction of favourable financing options for Women fish processors and traders (including the piloting as well as evaluation of innovative financial instruments);
7. collate information from independent research to inform policies at the continental level;
8. disseminate information on matters about the interests of Women fish processors and traders through their various networks and channels;
9. carry out independent monitoring and evaluation of the implementation of Policy Framework Reform Strategies (PFRS) and other relevant policy instruments at national, regional, and continental level;
10. facilitate implementation of the PFRS and other policy instrument initiatives at the national and regional level;
11. hold meetings and implement decisions made at General Assembly meetings; and
12. carry out advocacy on the development and application of legislation (including legislation to





Our Vision

Improving socio-economic status of women through fish processing and trade



Our Mission

Enable African Women fish processors and traders to effectively manage their social, economic and political development processes for improved livelihoods.

Values

The Network is guided by the following values:

- a) **Solidarity:** AWFISHNET shall build coalitions with like-minded individuals and entities, committed to the association's mission.
- b) **Volunteerism:** AWFISHNET shall promote volunteerism by members
- c) **Accountability:** AWFISHNET shall promote accountability of members
- d) **Transparency:** AWFISHNET shall promote transparency in the association.
- e) **Integrity:** AWFISHNET shall demonstrate commitment to high standards of honesty and strong moral principles.
- f) **Learning:** AWFISHNET shall strive for quality and excellence, and a culture of learning and reflection.

Operating principles

AWFISHNET is guided by the following operating principles:

- a) **Shared Value and Prosperity** - We advocate for sustainable use of resources and fair share distribution of proceeds of income at every level of the chain. AWFISHNET acknowledges that fish and their products are natural goods, which are commoditised and commercialised at every level of the value chain. Therefore, we espouse that fish trade should not be used to marginalise the producers and other base-level value chain actors. That, the proceeds of fish and fisheries should be seen to empower all value chain actors. That, at each level of the value chain, there will be commercialized and more employment created for the Women and youth.
- b) **Diversity and Inclusion** - We believe that Women must be part of the decision-making in fish and fish products industry. We will endeavour to make the sector empowering for Women by ensuring more Women are at the table for decision making in this sector.
- c) **Participation** - We believe participation fosters ownership and commitment to collectively drive change and fisheries sector development. We will seek the inputs of governments, grassroots, and national level Women fish traders and processors, common interest groups and organisations and networks, international organisations and stakeholders with interests in fisheries and blue economy, and favourable policy regime that is gender-sensitive.
- d) **Sustainability** - We acknowledge the needs of current generation whilst not robbing the future generation to meet their needs as well. We will responsibly manage fish resources for current and future generations in line with the aspirations of Sustainable Development Goals (SDGs).
- e) **Partnerships** - We will reach out and form partnership with likeminded stakeholders in pursuit of our vision. We welcome and value partnerships with development partners and governments to support us realize economic and social benefits to our members and societies at large.

DEVELOPMENT OF THE STRATEGY



2.1 How this Strategy was Developed

Overall approach

This is the First Five-Year Strategic Plan for AWFISHNET covering the period 2021-2026. The development of this strategic plan has been guided by participatory and collaborative approaches to engage and get first-hand information, knowledge, and learning from the leadership and the stakeholders of AWFISHNET. These engagements were focused on understanding key challenges and issues facing Women in fish trade and fish processing in Africa as well as opportunities available to them. This understanding subsequently enabled consensus building on strategic priorities and objectives that AWFISHNET will pursue during the period 2021-2025.

Literature review

The existing organizational documents, plans, and reports relevant to the assignment were reviewed to gather the internal intelligence, understand the context, and AWFISHNET processes. The internal literature review helped in the conceptualization and designing of the AWFISHNET strategic priorities, objectives, activities and assess the existing capacity of AWFISHNET.

Equally, research and extensive literature review of political, economic social, technological, environmental, and legal issues affecting the fisheries industry in Africa in general and more specifically issues affecting Women fish traders and processors provided the external context of the strategy. This was key in enhancing the understanding of issues relating to gender justice and equity, human rights, and financial inclusion, among others. This external review was also critical in stakeholder identification and mapping that AWFISHNET could potentially partner or collaborate with. Lastly, the external review provided a broad view of the contextual political circumstances in which the fishing industry operates globally and particularly in Africa.

Stakeholder interviews

Key informant interviews were conducted with donor partners including: the Food and Agriculture Organisation (FAO), SwedBio, World Fish, OAK Foundation, and Women in Sea Food Organisation. The interviews were designed to collect data on stakeholder expectations from AWFISHNET, other stakeholders and their interests, AWFISHNET internal organisational and the external operating environment.

Strategy Workshop

A virtual five-day workshop strategy workshop was conducted from 19-23 October 2020. The workshop which was facilitated by consultants from BABI Investments and attended by members of the Bureau and representatives of National Associations. Partners from FAO, World Fish, OAK Foundation, and SwedBio attended in observer capacity.

The objective at this stage was to analyse the external and internal operating environments of AWFISHNET. The SWOT analysis guided the understanding of the internal context and PESTEL analysis was used to understand the external context. The workshop was designed to generate inputs to the strategy including strategic priorities and objectives.

The output from the workshop included a review and validation of the vision, mission, values, operating principles; stakeholder analysis and mapping; SWOT and PESTEL analyses; AWFISHNET achievements since inception, constraints faced and recommendations for improvement. These outputs formed the basis for development of strategic priorities, activities and initiatives for the period 2021-2026; a risk assessment and mitigation measures and implementation model

Data analysis and drafting of the strategy

Data from the literature review, key informant interviews, and the workshop was analysed, triangulated, and interpreted to give an accurate assessment of the internal and external context, generate strategic goals, objectives, measurements, and activities input to the strategy. The outputs from this analysis provided recommendations on the strategic direction of AWFISHNET.

Validation and Approval of the new AWFISHNET Strategic Plan

AWFISHNET Bureau members reviewed and provided feedback to the draft strategy during a bureau members' meeting. The final draft of the Strategic Plan was submitted to the AWFISHNET Bureau for review, adoption, and approval.



2.1 REVIEW OF THE PERIOD 2017- 2020

Achievements on programme activities

(a) Governance

Since inception in 2017, General Assembly and Bureau of AWFISHNET have been constituted as key governance institutions. AWFISHNET has since held one General Assembly and four Bureau meetings. The meetings provide opportunity for members and the bureau to brainstorm and build consensus on capacity development and programmes to achieve AWFISHNET objectives.

(b) Capacity building

In 2018, AWFISHNET focused on strengthening the organizational capacities of national Women fish workers organizations to better organize so that Women's role in decision-making in fisheries is improved. Specific focus was directed at strengthening the internal, institutional and organizational capacities of AWFISHNET and its members for effective engagement in policy processes and methods. With support from the SWEDBIO, AWFISHNET focused on the two key objectives below:

1. To Strengthen the organizational capacities of Women fish workers organizations (national associations) where they already exist, and to establish new ones where they did not yet exist.
2. To strengthen the internal, institutional and organizational capacities of AWFISHNET and its members for effective engagement in policy processes and methods which contribute to environmental sustainability, poverty alleviation, equity and sustainable livelihoods.

In line with the above objectives, 10 countries conducted national leadership training courses. These countries are: Algeria (Northern), Tanzania (Eastern), Republic of Congo (Central), Zambia (Southern) and Benin (Western), Madagascar, Benin, Uganda and Congo Brazzaville. In addition, an AWFISHNET symposium focusing on Women in fish trade and fish processing was held in Uganda in 2019 attracting 167 members from all over Africa.

(c) Network Growth through set up of National Associations

So far 28 out of 47 countries have joined the membership of AWFISHNET and some established National Associations. The countries that have established national associations include: Cameroon, Kenya, Uganda, Tanzania, DR Congo, Congo Brazzaville, Zambia. Some National Associations have however not been fully registered. Most of the registrations have been done under the Societies Acts. Cameroon has the oldest Network established in 2010 and with presence and focal persons in 10 provinces.

In Tanzania, the Tanzania Women in Fisheries Association (TAWFA) which was launched in 2019 has undertaken mapping of Women groups involved in fisheries value chain in all the water bodies and registered 201 Associations bringing together 6,000 Women. Equally Kenya has registered Women associations in all its water bodies. In Uganda a total of 2 million members has been mobilized through grassroot associations. In Zambia a national Women's network has been established though Women are also members of the Aquaculture Development Association of Zambia which is for both Men and Women. Togo as established an association as well and works closely with the National Fisheries Department. In Algeria the National Association is constituted largely by traditional (artisanal) members though there are many Women engineers in the fisheries profession. In Madagascar the National Association currently has 9,000 members.

(e) Partnerships with Regional and International Organisations

AWFISHNET has been able to initiate partnership with regional and international organisations including the Food and Agricultural Organisation (FAO), World Fish, SwedBio, Oak Foundation. FAO is funding a project for empowerment of Women in Tanzania. GIZ has supported the Uganda National Association. The Secretariat was able to mobilise resources from partners to support establishment of five (5) National Associations.

(e) Partnerships with Governments

In a number of countries AWFISHNET is already working in partnership with the national ministries and departments of fisheries as is the case in Tanzania, Uganda, Togo and Kenya.

In line with the networking and partnership agenda, AWFISHNET is frequently represented in major international fora including the FAO international symposium on fisheries sustainability, the Gender in Aquaculture and Fisheries (GAF7) and World Small-Scale Fisheries Congress (WSSF), among others. The outcome of this engagement is a partnership opportunity with the OAK Foundation in 2019.



The AWFISHNET 1st General Assembly, April 18-20, 2019.

Challenges encountered

(a) Lack of a strategic plan

Since its inception, AWFISHNET has been operating on the basis of its founding objectives and activities. There has not been a strategic plan to guide the operations and priorities of the Network. As a result, National Associations have equally not had a coordinated strategic focus. This five-year strategic plan will therefore provide a coordinated framework for programme development, prioritisation, resource mobilisation and utilisation across the network.

(b) Formation of National Associations

National member associations are at different stages of formation and operation. As at the year 2020, 19 countries did not have National Associations. Moreover, among the 28 National Associations formed, a majority were not yet formally registered. The Secretariat is also not yet formally registered. As a result, AWFISHNET is constrained to operate as a legal entity.

Within countries, the National Associations have not been able to map out all grassroot associations. In DRC, for example, given the expansive country with wide water bodies and inadequate infrastructure, grassroot 36 associations have so far been mapped in only 6 provinces. It is noted that so far, 26 provinces do not yet have grassroot associations. In Congo Brazzaville only 2 regions have so far been covered in the mapping exercise.

(c) Lack of capacity

There is lack of staff and critical skills in such areas as policy analysis, advocacy and leadership. There is need to build this skill within the bureau. But more importantly to resource the network with critical skills required to deliver the strategy. These skills will need to be developed across the network.

Lack of capacity is also manifested to lack of knowledge and knowledge resources on new technologies for fish processing.

(d) Lack of policies and systems

AWFISHNET has not yet developed the relevant policies, procedures and systems to guide its work. In implementing this strategy there will be urgent need to developing policies and systems for programme development and management , monitoring and evaluation, and resource mobilisation. Equally there will be needed to develop policies and procedures in support functions like finance and accounting, procurement, and information management among others.

The Network also lacks knowledge and capacity for structured management of fisheries resources and uptake of aquaculture as a business.



Challenges encountered

(e) Capacity to respond to disasters.

The fisheries sector is prone to natural disasters occasioned by effects of climate change especially floods and drought. Climate change is also causing depletion of fish resources. The continent is also adversely affected by conflicts leading to displacements of people and epidemics / pandemics like the current Covid-19. The disasters have adversely affected Women in fish trade and processing through lack access to fish stocks, loss of capital, and loss of livelihood. There is needs to facilitate Women in fish trade and fish processing to diversify their sources of income and reduce overreliance on fish.

(f) Communication

Communication is another challenge impacting on the engagement of members. This is occasioned by lack of reliable internet connectivity.

(g) Lack of information

AWFISHNET lacks data and relevant information to enable it to develop deeper insight into issues affecting Women in fish trade and fish processing and be able to make evidence-based decisions. In this regard, there is need to develop capacity to do research and generate data and facilitate evidence-based decision making.

Lack of information affects development for instance there are laws and regulations in place but over fishing is prevalent. The laws exist but the actors are not aware about the laws hence overfishing goes on unchallenged.

(i) Gender inequity in the sector

The fisheries sector in Africa is dominated by Men. Women do not have equal opportunity both in terms of knowledge and voice. This constrains the ability of Women to compete and grow viable enterprises. Women in the sector are also vulnerable to Gender Based Violence and harassment.



Recommendation for Improvement

The key recommendations for improvement that need to be considered in the strategy include:

- (a) Promote the participation of Women in aquaculture in order to reduce the risk and limited access to declining fish stocks in the waterbodies;
- (b) Equip Women with appropriate technology on knowledge on innovative green technologies for fish processing. This should include training in other value addition methodologies and products.
- (c) There is need for AWFISHNET members to organise and influence policies and regulations on cross-border trade and ensure enabling conditions are for participation of Women in the sector. This should include optimising on benefits of regional integration by lobbying RECs to create enabling conditions for Women to participate in cross border trade.
- (d) Advocate and negotiate for long term capital investments in the fisheries sector.
- (e) Develop appropriate interventions to proactively deal with the impacts of climate change .
- (f) Develop skills and knowledge of Bureau members and National Associations in Policy and advocacy.
- (g) Clearly articulate the roles of Secretariat and National Associations and ways of working between the two.
- (h) AWFISHNET members should establish regional trading networks to optimise on cross border trade including cross border trade between members cooperatives or associations. Equally lobby for enabling policies on cross border trade.
- (i) Carry out country level mapping and analysis of issues affecting Women in fish trade and fish processing and launch specific policy and advocacy programmes.
- (j) Establish mechanisms for inter-country support and shared learning.
- (k) Build capacity of member to venture into fish exports.
- (l) Build the capacity of Women to be able to develop and grow competitive, sustainable and profitable enterprises.
- (m) Develop partnerships with Non-Governmental organisations to build capacity in policy and advocacy.
- (n) Support the development of Country Strategic Plans.
- (o) The Secretariat should support regional platforms to connect with African Union and other Regional Economic Blocks (RECs).
- (p) Establish regional focal person persons to foster the engagement between the Secretariat and members.

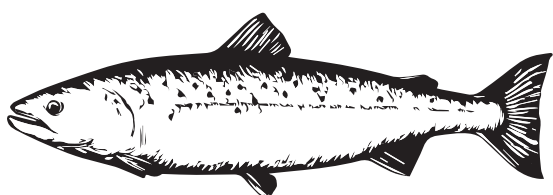


CONTEXT OF THE STRATEGY



3.1 External factors and trends in Fisheries Sector

This section presents a review existing literature of political, economic social, technological, environmental, and legal issues affecting the fisheries industry in Africa in general and more specifically issues affecting Women fish traders and processors. The section provides for understanding of issues relating to gender justice and equity, human rights, and financial inclusion and the context in which Women fish processors and traders operate. The review will also help in identification of other stakeholders pursuing similar agenda in Africa and other parts of the world that AWFISHNET could potentially partner or collaborate with.



(a) Political – politics, governance, policies, government commitment

In September 2015, the United Nations (UN) adopted the post-2015 UN Millennium Development Goals development agenda for 2030, entitled Transforming our World: the 2030 Agenda for Sustainable Development. It was adopted by the UN Sustainable Development Summit 2015 meeting in New York between 25 and 27 September 2015.

The 2030 agenda includes 17 Sustainable Development Goals (SDGs), one of which (Goal 14) addresses oceans, seas and marine resources as a priority. Goal 14 is to 'conserve and sustainably use the oceans, seas and marine resources for sustainable Development, thereby underlining the importance of sustainably managing and using maritime resources and related ecosystems. Its targets recognise the role played by fisheries in Small Island Developing States (SIDS) and Least Developed Countries (LDCs), and hence calls for increased economic benefits accruing to them.

Goal 14 and its targets build upon many of the provisions for oceans and fisheries conservation and sustainable use provided in The Future We Want – the Rio+20 outcome document, the Samoa Pathway for SIDS and the Istanbul Programme of Action (IsPOA) for LDCs. For example, in The Future We Want, member states place an important emphasis on building healthy oceans, seas and related marine resources, including fish. In paragraphs 158 to 177, issues highlighted included support for more sustainable agriculture, including fisheries and aquaculture, restoring and conserving fish stocks, eliminating Illegal, Unreported and Unregulated (IUU) fishing, and strengthening discipline on fish subsidies and taking action to eliminate harmful subsidies (UNCTAD 2016).

SDG Goal 14 creates provisions for the sustainable management of fisheries that may spur the development of more robust international approaches to protecting and preserving fisheries, along with global marine and ocean management. The current universe for the international management of fisheries and the oceans is characterised by a myriad of disjointed international and regulatory agreements, often implemented in a disjointed manner by a variety of different agencies. This plethora of governance systems could be simplified and streamlined to become more effective as part of implementing SDG 14.

Achieving Goal 14 will also contribute to achieving other relevant SDGs, such as Goal 2 (end hunger, achieve food security and improve nutrition, and promote sustainable agriculture) and Goal 12 (ensure sustainable and consumption and production patterns). The agenda on oceans and fish is thus also linked to other global goals.

Food and agriculture indeed key to achieving the entire set of SDGs, and many SDGs are directly relevant to fisheries and aquaculture, in particular SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development). Galvanised by public and political attention, the United Nations Ocean Conference in 2017 (formally, the high-level United Nations Conference was convened to Support the Implementation of SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development) was the first UN global event dedicated to oceans. The conference brought together States, UN entities, academia, NGOs, civil society organizations and the private sector to discuss the implementation of SDG 14. The outcomes included adoption of a Call for Action which focuses on concrete and action-oriented recommendations and more than 1 300 voluntary commitments for future work related to the implementation of SDG 14.

(b) Economic- economic policies, resources, money, markets, competition

Fish is one of the most traded commodities worldwide. FAO data illustrate that fish represents about 10% of all agricultural exports and 1% of all merchandise trade in value terms. In 2010, developing countries already accounted for more than half of global exports. By 2013, developing countries exported 56 % of all fish and fish products, while developed countries accounted for 42 per cent and transition economies for about 2 per cent.

The fact that developing countries are currently the main exporters of fish implies a significant co-sharing of responsibility over the future of fish stocks and aquaculture production, particularly as it concerns sustainable management of both species and ecosystems. Among the largest exporters of fish in 2013 were: China, Norway, Vietnam, Thailand, United States, the European Union (EU), India, Chile and Peru (FAO 2013).

Regarding fish imports, developed countries are the main importers. They accounted for approximately 69 % of global imports in 2013, followed by developing countries (27 per cent) and transition economies (4 per cent). Globally, the main importers are Australia, Brazil, Canada, China, EU, Japan, Republic of Korea, Russian Federation, Thailand and the United States (ibid). In 2016, 85 % of the global population engaged in the fisheries and aquaculture sectors was in Asia, followed by Africa (10 %) and Latin America and the Caribbean (4 %)

The most recent official statistics (FAO 2018) indicate that globally, 59.6 million people were engaged in the primary sector of capture fisheries and aquaculture in 2016, with 19.3 million people engaged in aquaculture and 40.3 million people engaged in fisheries.

Fish production in 2016 reached an all-time high of 171 million tonnes, of which 88 % was utilized for direct human consumption, thanks to relatively stable capture fisheries production, reduced wastage and continued aquaculture growth (FAO 2018).

The contribution of a sector to national Gross Domestic Product (GDP) is a key macroeconomic indicator frequently referred to by decision-makers and donors when highlighting a particular sector's importance for a national economy. Information on the contribution of a natural-resource sector to GDP is useful as one of many indicators, not only to monitor the progress of sustainable resource management, but also to gain the attention of decision-makers.

Although often not fully recognized as a major productive activity in many countries, the contribution of capture and aquaculture production to national economies is multifaceted. In addition to supplying food, capture and aquaculture production contributes to GDP, provides livelihoods for fishers and processors, is a source of hard currency (from exports of fishery products), and boosts government revenues through fisheries agreements and taxes.

Fisheries in Africa are characterized by large small-scale fisheries contributing greatly to employment. However, while fishing itself is clearly an important source of employment, a previous study (World Bank, 2012) highlighted that the bulk of fisheries employment is in the post-harvest economic activities, which includes fish processing and marketing. According to data presented in The State of World Aquaculture and Fisheries 2014 (FAO, 2014), in 2012 there were about 5.9 million fishers and fish farmers in Africa (Table 2) but this figure does not include employment in post-harvest activities.

According to a FAO Study on the value of African fisheries (2014) the total value added of fishing and aquaculture in Africa was estimated at US\$17.4 billion. With a total GDP of US\$288.4 billion, the fisheries sector contributed 6 % of the GDP for the whole of Africa. The highest contribution was from marine artisanal fishing contributing 1.82 % of total GDP, whereas inland fishing and marine industrial fishing have the same contribution of 1.62 %, and aquaculture contributes almost 1 %.

According to the new estimates produced by the study, the fisheries sector as a whole employs 12.3 million people as full-time fishers or full-time and part-time processors, representing 2.1 percent of Africa's population of between 15 and 64 years old. Fishers represent half of all people engaged in the sector, 42.4 percent are processors and 7.5 percent work in aquaculture.

In West Africa fishing activities, mostly in the marine artisanal subsector, are a major contributor to GDP with high overall contributions in Ghana, Mauritania and Sierra Leone. In Central Africa, inland fisheries are the major contributor to GDP with high overall contributions by the Democratic Republic of the Congo and Uganda. In Southern Africa, marine industrial fisheries are the major contributor to GDP.

Fisheries and aquaculture are an integral part of the Comprehensive Africa Agriculture Development Programme (CAADP). This is the agricultural programme of the NEPAD, which in turn is a programme of the African Union (AU). As an African-led and African-owned process, the CAADP addresses policy and capacity issues across the entire agriculture sector and the African continent. To monitor the results of the CAADP with respect to fisheries and aquaculture, their contribution to GDP is an important indicator (ibid)

As demand for fish and fish products is sensitive to income levels of consumers, trends in international fish trade depend to a large degree on the global economic environment, although other important factors influence domestic consumption, such as exchange rate trends, climatic events and large-scale disease outbreaks (FAO 2018).

(c) Social (Socio-cultural)- people, community, cultures and beliefs

The share of fish and fish products for human consumption alone has shown an upward trend, from 11% in 1976 to 27% in 2016. The 60 million tonnes (live weight equivalent) of total fish and fish products exported in 2016 represent a 245% increase over 1976, and the increase is more than 514 % if only trade in fish for human consumption is considered (FAO 2018).

Fish and fish products have a crucial role in nutrition and global food security, as they represent a valuable source of nutrients and micronutrients of fundamental importance for diversified and healthy diets. Public awareness of these health benefits has been growing in recent years, amid a broader trend of increasing health consciousness among consumers, particularly in middle-income and developed markets. In lower-income countries (including in Africa), the importance of fish as a food group is enhanced by the fact that fish contains many of the vitamins and minerals required to address some of the most severe and widespread nutritional deficiencies. For pregnant Women and very young children in particular, fish can be an essential component of a nutritious diet, as it contributes to neurodevelopment during the most crucial stages of the unborn or young children.

In low-income populations that depend heavily on a narrow range of calorie-dense staple foods, fish can represent a much-needed means of nutritional diversification that is relatively cheap and locally available. While average per capita fish consumption may be low, even small quantities of fish can provide essential amino acids, fats and micronutrients, such as iron, iodine, vitamin D and calcium, which are often lacking in vegetable-based diets.

In Africa, absolute levels of fish consumption remain low (9.9 kg per capita in 2015), ranging from a maximum of about 14 kg per capita in western Africa to a mere 5 kg per capita in eastern Africa. Major growth was observed in North Africa (from 2.8 to 13.9 kg between 1961 and 2015); while per capita fish consumption has remained static or decreased in some countries in sub-Saharan Africa. The low fish consumption is the result of a number of interconnected factors, including population increasing at a higher rate than food fish supply; limitations in expansion of fish production because of pressure on capture fisheries resources and a poorly developed aquaculture sector; low income levels; inadequate storage and processing infrastructure; and a lack of the marketing and distribution channels necessary to commercialize fish products beyond the localities where they are captured or farmed.

However, it is also important to mention that in Africa, actual values may be higher than indicated by official statistics in view of the under-recorded contribution of subsistence fisheries, some small-scale fisheries and some cross-border trade (FAO 2018).

As most fisheries activities are seasonal and influenced by the status of the resources, many fishing communities have diversified their livelihoods. Depending on the status of their household, Women and men engage in other economic activities such as vegetable gardening or farming to augment their family incomes, as is seen in Benin, Cambodia, the Congo, Ghana, Nigeria and Thailand (FAO 2016).

(d) Technology- fishing or processing technology, value chain innovations, ICT

The development of cities and wage-earning which provide monetary resources including stocking and cold store transportation has resulted in the development of national markets and regional exchanges. The diversity in catches has resulted in development of great economic importance to certain fish, crustacean and Mollusca species with exploitable markets in industrialized European states. Parallel to the artisanal fisheries which is more or less modernized, has been the development of a semi-industrial and sometimes industrial (with foreign capital) fisheries.

As a result, one finds within the African fisheries a traditional artisanal and the national industrial sectors. Bilateral fisheries accord or individual fishing licenses given to foreigners, have maintained the exploitation of African waters by non-coastal states (developed countries), who in exchange make financial contributions to the host countries. This contribution generally constitutes a small part of the value of resources removed, thanks to poorly negotiated accords, always at the profit others, not the fisher folk (Njifonjou and Njock,2007).

The artisanal fishing techniques include preparation by smoke drying, salting and sun drying, which do not give a guarantee to products of the quality required for international markets.

The rapid rate of expansion of international trade in fish and fish products over recent decades has taken place in the context of a broader process of globalization, a large-scale transformation of the world economy driven by trade liberalization and technological advancements. Globalization is characterized by the widespread reduction and removal of trade barriers that inhibit the movement of goods, services, capital and labour; increasing specialization, resulting in the geographic segmentation of economic activities; longer and more complex supply chains, enabled by new logistical technologies; a proliferation of multinational corporations pursuing horizontal consolidation and vertical integration; and a broadening of consumer tastes, concerns and expectations (FAO 2108)

Another significant aspect of globalization has been an increase in international social and cultural integration, accelerated by the rise of information technology, greatly increasing the speed and ease with which consumer tastes, trends and concerns are spread from one country to another.

(e) Legal - existing laws and regulations

In addition to the provisions already outlined in foregoing section (a-Political factors), SDG 14 can also provide a catalyst for improving and/or implementing more effectively existing treaties and soft law instruments, such as the UN Fish Stock Agreement (1995), the FAO Compliance Agreement (1993), the FAO Code of Conduct for Responsible Fisheries (1995), the FAO International Plan of Action to Prevent, Deter and Eliminate IUU fishing, and the recent Port Measures Agreement (2009, not yet in force), and relevant UN General Assembly resolutions. These treaties and instruments have improved the global policy landscape needed to enhance the sustainability of fisheries and address some of the underlying causes of depletion. WTO agreements and the negotiations under the Doha Round in respect of fisheries could also be prioritised as a means to implement SDG 14.



3.2 Gender issues in fish trading and processing

According to FAO (2014), females make up more than one-fourth of the workforce in the African fisheries and aquaculture sector. The great majority of Women are employed in post-harvest (91.5 %), 7.2 % as fishers (mostly in inland fisheries with no Women reported in marine industrial fisheries) and only 1.3 percent in aquaculture. About 27.3 % of the people engaged in fisheries and aquaculture are Women, with marked differences in their share among fishers (3.6 %), processors (58 %), and aquaculture workers (4 %).

Official statistics (FAO 2018) indicate that globally, 59.6 million people were engaged (on a full-time, part-time or occasional basis) in the primary sector of capture fisheries and aquaculture in 2016 – 19.3 million in aquaculture and 40.3 million in capture fisheries. It is estimated that nearly 14 % of these workers were Women.

In the fisheries sector, men and Women engage in distinct and often complementary activities that are strongly influenced by the social, cultural and economic contexts they live in. Male-female relations vary greatly and are based on economic status, power relations, and access to productive resources and services.

In most regions, fish catching is male-dominated. Ocean-going boats for offshore and deep-sea fishing have male crews, while in coastal artisanal fishing communities' Women often manage smaller boats and canoes. Women are mostly responsible for skilled and time-consuming onshore tasks, such as making and mending nets, processing and marketing catches, and providing services to the boats. In western Africa and Asia, as much as 60 % of seafood is marketed by Women, and in many parts of the world they also do a significant amount of shellfish gathering/clam gleaning – a fishery activity that is often under-recognized, or not recognized at all. In certain countries of West Africa (i.e. Ghana, the Niger, Benin and the Gambia), Women are traditionally engaged in low-paid jobs, such as unloading the day's catch to be carried to the beach or fish-smoking huts; drying and processing the fish; and converting fish waste into useful products (FAO 2016).

Compared with men, Women often face more problems related to technology, finance for enterprise expansion, and transport. Their plight is worsened at the market level where they encounter price fluctuations for their products, or where social and/or cultural pressures limit their market opportunities to locations that are close to home. If Women are able to access local markets, they may still be unable to access the national or global markets that men have access to. They often assume responsibility for their families' daily subsistence needs, which sometimes drastically depletes their working capital.

In aquaculture, Women often carry out most of the work of feeding, harvesting and processing fish and shellfish. They can become managers of small household enterprises, such as fish ponds, and thus improve their families' income and nutrition. However, Women tend to have limited control over ponds and inputs for aquaculture, so they rarely participate in production beyond satisfying their household needs. When aquaculture production intensifies, it increases the labour burdens on Women and youth, affecting their production, productivity and welfare



3.3 SWOT Analysis

The Strength, Weakness, Opportunity, and Threats (SWOT) framework considers both internal and external environments. This subsection presents the strengths of AWFISHNET that will be used to capture the opportunities and address the weaknesses. The identified opportunities will be tapped to mitigate the threat and risks.



Strengths

- (a) Vast and diverse fish resources in Africa's water bodies including lakes, rivers, and the seas.
- (b) Strong and knowledgeable members of the Bureau that understand the issues facing Women in fish processing and trading and commitment to the AWFISHNET vision.
- (c) Support of and partnership with some key stakeholders including the African Union, national governments and agencies, international development agencies and foundations, academic and research institutions, and civil society organisations and networks.
- (d) A large and diverse membership of Women across the African continent, with good indigenous technical and environmental knowledge and involved in the whole value chain of fisheries.
- (e) Established sound governance, legal and regulatory environment for the fisheries sector at the continental and global levels
- (f) Improving institutional foundations backed by organisational Constitution and increasing recognition, participation, and visibility in industry space continentally and globally.



Weaknesses

- (a) Limited, and often second-hand, access to and control of the wild fisheries resources by under-resourced Women processors and traders that are ill-informed about industry supportive legal and policy instruments, lacking in channels and platforms for sharing best practices, largely employing traditional techniques in their practice
- (b) Multiple diversities among membership including language, culture, education, industry practices, size and level of business, therefore, posing communication, representational, participation and other challenges
- (c) Multiple foundational problems facing the practice of Women fish processors and traders in the African continent including poor and gender unfriendly fish landings, infrastructure, poor or lack of cold storage and transportation facilities, lack of organised approaches to value addition, packaging, marketing, or use of new technology
- (d) The network is incessant and therefore leadership, operational framework, and structure are at formational stages, without defined, scheduled, and measurable targets.



Opportunities

- (a) Global, continental, and national attention to fisheries and the blue economy and supporting legal, policy, and strategy instruments including a dedicated SDG (#14); Small Scale Fisheries Sustainability (SSFS).
- (b) A huge portfolio of organisations with expertise, resources and interest working in the fisheries, environment, food, and nutrition and that are keen to work with the AWFISHNET beneficiaries to improve the industry.
- (c) A vibrant private sector that is aware of and keen to partner with actors in sustainable fisheries environment and food security.
- (d) Existing and emerging Fisheries and allied network organisations targeting actors. These categories could be allies and implementing partners in the development of the fisheries sector especially targeting Women.



Threats

- (a) Climate change and other factors affecting the blue economy including reduced catches, flooding, prolonged droughts, food shortages, among others, that affect Women in fish processing and trading directly and indirectly.
- (b) The structure of the organisation does not allow for the full participation of the Bureau members – some are not responsive sometimes the secretariat moving on its own
- (c) Challenging conception whereby the network started off as a self organising entity at a continental event and that gives a top-down of structure – the first peoples to participate were pointed out by government officials—as AWFISHNET starts in the middle – not grassroots but not entirely top-down. This may eventually be countered through ensuring a broad Bureau membership that is 'representative of Women in fisheries at grassroots level.
- (d) Non-fisheries related activities, for example, tourism and petroleum industry activities, that compete for fisheries coastlines and contribute to environmental degradation and over-population that affects fish stocks.

3.4 Stakeholder analysis

The implementation of this structure requires AWFISHNET to apply a partnership approach and participation of various stakeholders. To enable this partnership approach, AWFISHNET will need to fully understand the various stakeholders involved in and /or interfacing with the programme and programmes of AWFISHNET and their respective interests. Through engagements stakeholders during the key informant interview, the strategy workshop, and the consultants independent review of actors in the fisheries value chain, the following list of stakeholders was generated. Their respective areas of interest and current involvement with AWFISHNET is also highlighted.

Table 1: Stakeholder Analysis Matrix

#	Stakeholder	Area of interest	Current involvement with AWFISHNET
Governmental Agencies			
1	Ministries responsible for fisheries	Policy and regulation	Kenya, Uganda, Tanzania, Zambia, Cameroon, Togo, Madagascar
2	Ministries responsible for gender	Policy and advocacy	None
3	Ministries responsible for trade and industry	Competitiveness and viability of Women enterprises	None
4	National Parliaments	Policy and regulation	None
5	National Bureau of Standards	Fish quality, standards and packaging	None
6	Revenue/ Customs agencies	Taxation and exports	None
Banks and Financial Institutions			
7	African Development Bank		None
8	Banks and financial institutions – with Women focused product	Access to finance	None
9	International Fund for Agricultural Development (IFAD)	Financing and Technical Assistance	None
Pan African Agencies			
10	African Union (AU)	Policy, advocacy, financing	Supported founding of AWFISHNET
11	AU/ IBAR	Policy, advocacy, financing	Supported founding of AWFISHNET
12	NEPAD	Policy and advocacy	None
12	The World Bank	Financing and technical	None
12	Southern Africa Development Cooperation (SADC)	Policy and advocacy	None
13	Economic Community of West African States (ECOWAS)	Policy and advocacy	None
14	Lake Victoria Fisheries Organisation	Policy, advocacy, conservation	None
15	Maritime transport agencies in water bodies	Transport and Safety	None

Table 1: Stakeholder Analysis Matrix

#	Stakeholder	Area of interest	Current involvement with AWFISHNET
International Development Aid Agencies			
16	Food and Agricultural Organisation (FAO)	Technical assistance and financing	Yes
17	World Fish	Conservation	Yes
18	SWEDBIO	Conservation, technical assistance and financing	Yes
19	Oak Foundation	Technical assistance and financing	Yes
20	IUCN	Conservation	
21	WWF International	Conservation	None
Banks and Financial Institutions			
22	USAID	Policy, advocacy, financing and financing	None
23	USAID	Policy, advocacy, financing and financing	None
24	French Agency for Development (FAD)	Policy, advocacy, financing and financing	None
25	GIZ	Policy, advocacy, financing and financing	None
26	JICA	Policy, advocacy, financing and financing	None
Private Sector			
27	Private Sector Associations and corporations	Policy, Advocacy and Women empowerment	None
28	Boat builders	Gender friendly boats	None
29	Boat owners	Advocacy- gender and safety	None
30	Manufacturers of fishing gear	Safety	None
31	Transporters	Advocacy- gender and safety	None
32	Exporters of fish	Market	None

STRATEGY FOR 2021-2025



4.1 Theory of Change

AWFISHNET is committed to improving the livelihoods of Women in Fish trade and fish processing in Africa by empowering them and building their capacity to influence political, social, economic and technological policies and practices that impact on their participation and competitiveness in the sector. It is recognised that Women constitute a majority of the workforce in the fisheries value chain and more specifically fish trade and fish processing. However, it is recognised that there is gender inequality in the sector that denies Women equal access to fish supply and markets, renders them uncompetitive, subjects them to losses. Equally, Women lack business skills, understanding of fish processing technology and know, as well access to finance necessary to grow and sustain their enterprises. More over the hygiene, health and safety conditions in the fisheries value chains including markets and processing plants are not conducive to the special needs of Women. The competition in the value chain exposes Women to abuse and gender-based violence. The cumulative results are that Women in fish trade and fish processing are not getting appropriate return for their labour, are incurring massive losses including unpaid labour, and are working under unhealthy, unhealthy and unsecure conditions.

While various policies, laws, and regulations have been enacted at national, regional and international levels to regulate the fisheries sector, a majority have not taken into account the specific needs of Women (including children). Moreover, most of the existing policy and legal instruments are not known by Women in fish trade and fisheries processing.

AWFISHNET believes that real improvement in the livelihoods of Women in fish trade and processing will be realised when Women are organised and have capacity to engage on and influence policies, laws and regulations that impact on their participation in the fisheries sector. Further, that change will be realised when Women are equipped with business management and development skills, knowledge on available technology options, and have access to affordable finance.

To realise change, AWFISHNET will pursue the following strategic choices in the period 2021-2025.

4.2 Strategic Priorities and objectives

AWFISHNET recognises the fisheries sector is at the core of peoples' livelihoods and the individual national membership economies. Fisheries contribute to the broader global goals of environmental protection, conservation of biodiversity, socio-economic development, good governance and poverty alleviation. AWFISHNET has an enduring vision for African Women fish processors and fish traders to improve management, conservation, and development of sustainable fisheries resources to contribute to ensuring African people's food and nutrition security and to enhanced socioeconomic development to enhance people's livelihoods and the nation's prosperity.

The implementation of the AWFISHNET strategic priorities strives to ensure fisheries and fishery resource management; to enhance aquaculture development; to enhance the management of production and processing; and to promote the livelihoods of African Women processors and traders in local communities. The first AWFISHNET Strategic Planning Framework takes a strong legacy of the Sustainable Development Goal (SDGs), especially SDG 2 and 14, and Africa Agenda 2063.

The table below presents the six strategic priorities and matching objectives.



Table 2: Strategic priorities and objectives

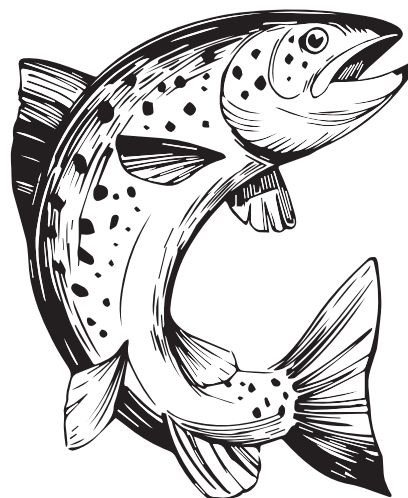
#	Stakeholder	Stakeholder
1	Safe and healthy working environment for Women in fish trade and fish processing	Improve the working facilities and hygiene conditions for Women in fish trade and fish processing
2	Conservation, sustainable and accessible supply of safe fish stocks	Actively participate in the conservation and ensure sustainable and accessible supply of safe for human nutrition
3	Viability and competitiveness of Women owned enterprises	Build the capacity of Women fish trade and fish processing enterprises to establish and manage profitable and competitive business enterprises
4	Participation of Women in policy and regulatory processes and outcomes impacting on their businesses	Raise the consciousness and capacity of Women in fish trade and fish processing to influence policies, laws and regulations impacting on their business
5	Organisational capacity development	Develop organisational capacity of AWFISHNET to initiate, develop, and implement impactful programmes
6	Resources mobilization	Mobilise resources and establish sustainable partnerships to support programme implementation

Strategic Priority One: Safe and healthy working environment for Women in fish trade and fish processing

(a) Overview of the problem

Women in fish trade and processing generally work in open markets without basic structures which exposes the Women to vagaries of weather . They do not have working tables, chairs, safe working tools and protective equipment. They have no storage facilities. They lack running water and sanitation facilities. Women with babies and accompanying children have no face and clean and safe facilities for their upkeep. This creates a messy, unhygienic and unsafe working environment which is detrimental to health and well-being of Women and children but also usage for fish as food.

It is also observed that in most water bodies Women have to access fish from the fishermen in the waters in unsafe and solitary boats which expose them to harassment and gender-based violence.



(b) **Objective:** Provide a safe and healthy working environment for Women in fish trade and fish processing

(c) **Activities, outcomes, key performance indicators, and means of verification**

Table 3 below highlights the activities, outcomes and key performance indicators for achieving and tacking progress on provision of safe and healthy working environment for Women in fish trade and fish processing.

Table 2: Strategic priorities and objectives

Activities	Expected outcomes	KPI	Means of Verification
(1) Work with government, markets authorities, and fish traders' associations to establish minimum sanitation, hygiene, and working facilities that consider the specific needs of Women.	Minimum standard operating procedures to ensure high standards of hygiene, health and safety for Women in fish trade and processing are implemented in all workplaces.	% coverage of prescribed facilities and SOPs in workplaces	No of facilities, equipment installed and functioning
			Specific facilities installed for Women and children
(1) Work with local authorities and beach management authorities to establish minimum standards and by-laws for safe use of boats by Women and protection of Women from harassment.	Minimum standards and by laws are developed and implemented for safe use of boats in waterbodies by Women	Level of compliance with minimum standards and by-laws	Case lists and compliance reports

Strategic Priority Two: Conservation, sustainable and accessible supply of safe fish for human consumption

(a) Overview of the problem

While a majority of Women and their households earn a living from fish trade, the supply of fish has been on decline. This is attributed to over-harvesting to fish, lack of restocking mechanism, and destruction of fish habitats by human activity and industrial waste. This requires deliberate multi-stakeholder interventions to preserve fish habitats, combat illegal fish harvesting methods and pollution of water bodies by industrial waste.

Moreover, increasing population is exerting pressure on land-based food production systems. This necessitates investment in blue economy (water bodies) to generate additional water-based foods for human nutrition. There is need for concerted efforts at conservation and propagation of fish stocks through innovating breeding practices, restocking of water bodies, and promotion of aquaculture. Greater involvement of Women in aquaculture could increase their self-reliance in the value chain and assure steady supply.

Women incur a lot of losses in post-harvest handling and conservation of fish. This is attributed to lack of cooling facilities, knowledge of fish processing and preservation methodologies, as well as basic knowledge of fish handling. This equally leads to contamination of fish rendering it unfit for human consumption with potential health risks

(b) Objective: Ensure conservation, sustainable and accessible supply of safe fish for human nutrition

(c) Activities, expected outcomes, key performance indicators, and means of verification

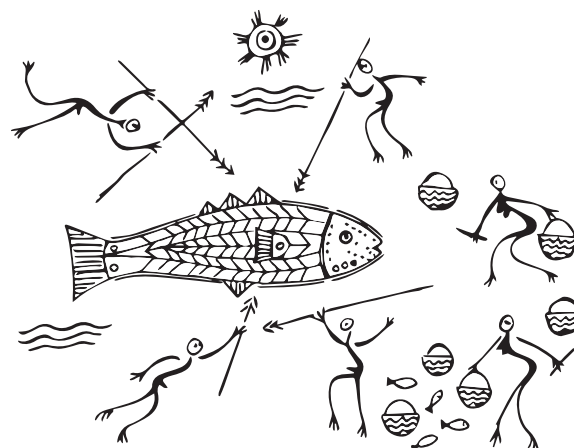


Table 4 below highlights the activities, outcomes and key performance indicators for achieving and tacking progress on conservation, sustainable and accessible supply of safe fish for human consumption.

Table 4: Priority Two Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(1) Partner with organisations involved in conservation to advocate for conservation of fish stocks, coastlines and habitats	Joint programmes are developed and implemented with conservation agencies	Partnership agreements signed	Partnership agreements
		Joint programmes implemented	Monitoring and evaluation reports
(2) Partner with government fisheries agencies to educate value chain actors on fisheries laws and regulations	Joint education programmes conducted with fisheries ministry	Partnership agreements signed	Partnership agreements
		Joint programmes under implemented	Monitoring and evaluation reports
(3) Disseminate alternative green technologies for fish processing and cooling	A database of alternative technology solutions is compiled	Accuracy and reliability of database	Database
	A technology adaptation and transfer programme are developed and implemented	Level of implementation on technology adaptation and transfer programme	Progress reports
	AWFISHNET members are trained in alternative technologies	Number of members trained	Training and evaluation reports

Table 4: Priority Two Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(4) Promote and facilitate the participation of Women in aquaculture	Women are trained in acquire culture	Number of Women trained in aquaculture	AWFISHNET training reports
	Women are linked to Technical Assistance to set up fish farms	Financing options available for Women	Technical Assistance Agreements or Memorandum of Understanding signed
	Through the cooperative financing is sourced for Women to set up fish farms	No of Women setting up fish farms	Visits to Women owned fish farms
(5) Advocate for enforcement of policies and laws intended to conserve fish stocks	Women in fish trade and fish processing are trained in policies, laws and regulations	Number of Women trained on fisheries policies, policies and laws	Training reports
		Number of training seasons conducted a	Compliance reports
(6) Establish shared cooling facilities for use by Women in fish markets	Funding secured from development partners for cooling facilities	Amount of funding raised for cooling facilities	Funding agreements
	Shared cooling facilities and equipment installed in key markets	No of cooling facilities and equipment installed	Verification missions to markets
(7) Train Women fish traders and processors on fish quality and food safety	Fish food safety standards are documented and disseminated	Food safety standards are shared on various media	Fish food safety documents
	Increased awareness and knowledge of fish food safety standards	No of Women trained on fish food safety standards	Training and evaluation reports

Strategic Priority Three: Viability and competitiveness of Women enterprises

(a) Overview of the problem

Though Women constitute a majority of actors in the fisheries value chain they have a challenge in developing and sustaining viable enterprises. This is attributed to a number of factors including: lack of business skills, lack finance and accounting knowledge and skills and lack of marketing skills. Women also operate with inadequate capital with ability to compete for limited fish supplier which impairs competition with Men and Companies which who have higher purchasing and bargaining power. They and lack access to affordable finance due to their inability meet conventional bank requirements like collateral and capacity to document and present funding proposal.

Women equally lack access to bigger local markets like super-markets and hotels and export markets due to limited working capital, low business volumes and inability to meet quality and packaging standards. This is attributed to inadequate capital and lack of knowledge and skills.

This strategy will seek to implement integrated and robust and innovation solutions to develop the capacity, sustainability, and competitiveness of Women enterprises.

(b) Objective: Build the capacity of Women fish trade and fish processing enterprises to establish and manage profitable and competitive business enterprises

(c) Activities, outcomes, key performance indicators and means of verification

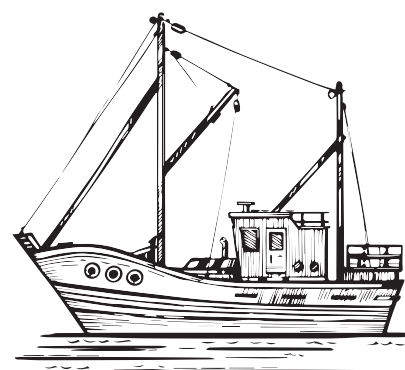


Table 5 below highlights the activities, outcomes and key performance indicators for achieving and tracking progress on viability and competitiveness of Women enterprises.

Table 5: Priority Three Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(1) Organise Women into cooperatives in order to consolidate and increase their purchasing power and facilitate collective marketing	Collective bulk buying and marketing through the cooperative	Number of cooperatives	Register of cooperatives
	Stronger bargaining power	Level of improvement in access to fish by Women	Survey
	Joint marketing centers and facilities	No of marketing centers established	Center appraisal missions
	Joint annual exhibitions of fish products	Quality, hygiene, safety facilities at marketing centers	Centre appraisal missions
	Stronger bargaining power	Local and export contracts signed	Contracts signed by cooperatives

Table 5: Priority Three Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(2) Develop and business management training for Women trade and fish processing	Modula business management training programme is developed for Women	Number of members completing the training programme	Training evaluation reports
	Financial literacy training to develop capacity to prepare and understand accounting and financial statements	No of members competing the financial literacy programme	Training and evaluation reports
	Implement a mentorship programme for Women entrepreneurs	Mentorship matches signed up	Training and evaluation reports
(3) Implement the business management training for Women in fish trade	All Women in fish trade and processing trained by 31 December 2025	100% of Women in fish trade and processing	Training and evaluation reports
(4) Develop the market readiness capacity of members	Attain quality certifications by national quality agencies	Quality certifications	Quality marks
	Quality packaging and branding	Brand visibility	Product packaging
(5) Facilitate cross-border trade between members	Sign cross-border supply agreements between member	Cross-border contracts signed between member	Contracts/MOUs
	Lobby customs authorities to restrictions for Women in cross border trade	Occasions and MOUs secured from customs authorities	Contracts/MOUs
	Lobby for cross-border trade facilitation through RECS	Cross-border trade protocols and declarations passed by RECS in favour of Women in cross border trade	Protocols and MOUs
(6) Establish partnerships between AWFISHNET and financial institutions for affordable finance to AWFISHNET members	National Associations sign partnership agreements/ MOUs with local financial institutions including government funded schemes for affordable finance	Partnership agreements/ MOUs signed National Associations and Financial Institutions	Partnership agreements/ MOUs
	Mutual guarantee financing agreements signed between National Associations and local financial institutions	Mutual guarantee agreements signed between National Associations and Financial Institutions	Mutual guarantee agreements
(7) Negotiate technical assistance and long-term financing from development finance institutions and agencies	Development finance institutions and development partners funding Women enterprises are identified	Database of potential partners, products, funding windows are requirements	Database
	Negotiating affordable long-term financing including grants	Financing agreements/MOUs signed	Agreements/MOUs
	Negotiate for technical assistance support to build capacity of Women enterprises		

Strategic Priority Four: Participation of Women in policy and regulatory processes and outcomes impacting on their businesses

The existing policy and regulatory regimes in most African countries not guarantee equal and equitable participation of Women in the fisheries value chain. Critical areas of the value chain such as fish harvesting, primary sales, processing and exports are dominated by men and men owned and managed corporate entities. Women are relegated to small scale secondary sale, rudimentary processing, manual cleaning and cooking of fish.

Equally the institutions and committees involved on policy and regulatory process at national and local levels including ministries and departments of fisheries, national parliaments, local authorities, and beach management committees have limited participation of Women. Even where such representation exists limited or no deliberate attention has been given to gender equity and issues impacting on the participation of Women in the sector. As a consequence, the resultant policies, laws, regulations and are not gendered.

A number of enabling policy instruments and guidelines have been developed by international and regional bodies such as the Food and Agricultural Organisation of the United Nations (FAO), African Union (AU) and the African Bureau of Animal Resources (IBAR). However, some of the African countries have not ratified these instruments. Even where they have been ratified, they have not been integrated into the national policy and regulatory instruments. There is also limited or complete lack of information, knowledge and understanding of these instruments by governments and industry stakeholders including Women in fish trade and processing.

While a majority of Women are dependent on fish for both their economic livelihoods and nutrition for their families, fish stocks are declining due to illegal and bad fishing practices perpetuated by weak laws and poor enforcement. As key stakeholder Women need to have a voice in the protection and conservation of fisheries resources and habitats.

Compounding all the above is limited knowledge, skills, and capacity of Women to understand, interpret existing policy and regulatory instruments. They also lack organisational and technical capacity to engage and hold duty bearers to account.

To address the above constraints, AWFISHNET will pursue the objects, activities and outcome presented below.

- (a) **Objective 4:** Raise the consciousness and capacity of Women in fish trade and fish processing to influence policies, laws and regulations impacting on their business
- (b) **Activities, outcomes, key performance indicators and means of verification**



Table 6 below highlights the activities, outcomes and key performance indicators for achieving and tracking progress on participation of Women in policy and regulatory processes and outcomes impacting on their businesses.

Table 6: Priority Four Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(1) Carry out a gender analysis of existing policies, laws, regulations ; identify gaps and recommend ensuring gender sensitivity	Country report on gender gaps in existing policies, laws and regulations	Quality of the gap analysis report	Country gender analysis report
	Country action plans developed and implemented to address gaps financial statements	Level of implementation of country action plan	Progress reports on implementation of country action plans
(2) Build the capacity of Women leaders to analyses and influence policies	Women leaders are trained on gender analysis of fisheries policies, laws, and regulations	No of Women leaders trained in policy analysis	Training and evaluation report
	Women leaders are able to carry out gender analysis of existing national fisheries policies, laws, and regulation	Number of Women who are able to carry out policy analysis	Monitoring and evaluation reports
	Women leaders are able to initiate evidence-based situation reports and lobby for reforms	No and quality of situation reports published	Monitoring and evaluation reports
(3) Train Women leaders on international and regional fisheries policy instruments, regulations and guidelines	Carry out scoping of key international, regional and policy instruments	Database of policy instruments id developed	Database of policy instruments
	Establish the level of knowledge and awareness of key policy instruments by duty bearers and Women leaders	Assessment of awareness and knowledge levels	Awareness and knowledge assessment report
	A training plan is implemented to address knowledge gaps among duty bearers and Women leader	Percentage of training plan implemented	Training plan
	Policy documents and guidelines are disseminated to increase awareness and address knowledge gaps	No of policy documents published and circulated	Samples of policy documents in circulation
(4) Lobby for ratification and implementation of policy instruments that have not yet been domesticated.	National government ratify and adopt key policy documents	Number of policy documents ratified and adopted	National fisheries sector documents

Strategic Priority Five: Organisational capacity development

(a) Overview of the problem

Since inception in 2017, AWFISHNET Secretariat has been hosted by EMEDO in Mwanza, with the Executive Director of EMEDO and her staff providing Secretariat services to the Bureau and the Network. However legal registration of the Secretariat and hosting agreement has not been obtained. The constitution of AWFISHNET provides for a mobile Secretariat which is not tenable. There is urgent need to secure registration of the Secretariat and establish a hosting agreement with the government of the host country in order to give legal effect and protection to the activities of the Secretariat. This will also give the Secretariat autonomy and independence. In addition, National Associations of AWFISHNET are at various levels of formation. While few have obtained legal registration under respective Societies Acts, a majority have not get secured legal registration. The urgency to secure legal registrations is therefore important at both the Secretariat and National Associations.

While the Bureau has been established to provide governance of AWFISHNET with duties contained in the constitution, there is no Board charter to guide the functioning of the Bureau. Equally urgent is the need to develop the governance and leadership capacities of the Bureau and National Associations and of the Board. Most of the Bureaus do not yet have governance structures, constitutions, and board charters. Both the Secretariat and the National Associations need functional and resourced organisational structures with defined roles and human resources capacity to implement this strategy.

The current constitution of AWFISHNET approved in 2019 provides for the governance and management structures of AWFISHNET. However, the fusion governance and management functions is not consistent with the practices of good governance. The specific issues include:

- (i) The interchangeable use of the terms 'Board', 'Office Bearers' 'Bureau' which causes confusion and inconsistency. The official term needs to be clarified and documentation harmonized so that there is consistency in the identification of the institution responsible for the governance of AWFISHNET.
- (ii) The Office bearers listed Articles 17, 28, and 31 have a mix of governance and management responsibilities which is inconsistent with the principles of good governance. The roles of Secretary General, 2 Deputy Secretary Generals, Treasurer and Deputy Treasurer have management responsibilities that should be vested under the Secretariat led by the Secretary General and Chief Executive Officer.
- (iii) The positions of Regional Coordinators established under article 26 are governance positions representing regions. However, the duties assigned to Regional Coordinators are management duties. Again, this represents a fusion on governance and management responsibilities.
- (iv) The Committees established under sections 34, 35, and 36 namely Executive Committee, Finance Committee and Communications Committee are essentially Board Committees. However, they are assigned management responsibilities.
- (v) The responsibility for day-to-day management of the affairs which are assigned to the Secretary General under Article 21 are also assigned to the Executive Committee under Article 34.

In addition, AWFISHNET has not yet develop the necessary policies, procedures, and systems to govern and guide its operations. Without these enabling and control instruments, AWFISHNET may not be able to fulfil its compliance and accountability obligations. Key policies, procedures, and systems required include those for human resources management, financial management and accounting, procurement, monitoring and evaluation, information and communications technology, resource mobilisation, and communications.

The objectives, activities, outcomes, and key performance indicators that will be pursued to realise this strategic imperative are presented below.

(b) Objective: Develop organisational capacity of AWFISHNET to initiate, develop, and implement impactful programmes

(c) Activities, outcomes, key performance indicators, and means of verification.

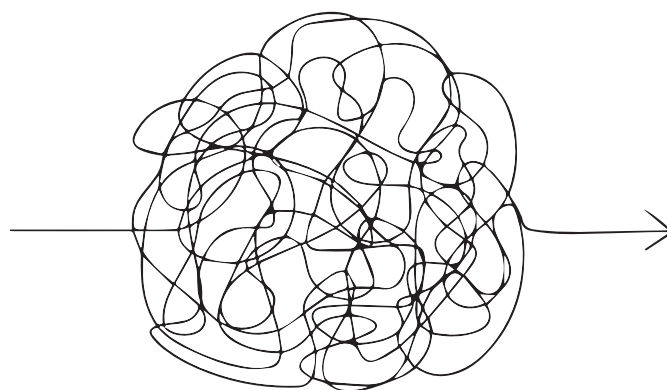


Table 7 below highlights the activities, outcomes and key performance indicators for achieving and tracking progress on organisational capacity development.

Table 7: Priority Five Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(1) Develop capacity of AWFISH-NET to generate and share knowledge required to develop capacity of Women in fish trade and fish processing	Through research a repository of knowledge on issues affecting Women in fish trade and processing is developed to inform decision making	Repository of knowledge on issues of Women in fish trade and fish processing	Research report
	Knowledge and evidence on issues affecting Women in fish trade and fish processing is disseminated to all stakeholders.	Report shared with stakeholders using electronic and print media	Research report on various platforms
	Research evidence is used to influence policies, laws and regulations affecting Women in fish trade and fish processing .	Policy and legislative changes influenced	New policy and legal instrument
(2) Resign the organisational structure of AWFISHNET to comply with good governance practices which require clear separation between	Board reconstituted as a governance body with revised responsibilities and duties	Board composition and responsibilities are redefined	Amended constitution and Board Charter
	Board Committees reconstituted as delegated Committees of the Board with	Terms of Reference for Board Committees	Board charter and Terms of Reference for Board Committees
(3) Design organisation structure and required to deliver the strategy	Design organisation structure of the secretariat	Secretariat Organisation Structure	
	Design a generic organisation structure of a National Association	National association organisational structure	
	Vacant management positions established under Article 25 of the Constitution are filled	Staff recruited to fill vacant positions	Staff list
(4) Establish a legally registered and operational secretariat	A National Association is registered to host the secretariat in one-member country.	Registration of Secretariat and National Associations	Registration certificate
	office for the secretariat is established with all requisite office equipment and facilities.		Registration certificate
	Core staff are recruited for the Secretariat		
(5) Establish legally registered and operational National Associations	National Association are legally registered in respective countries	No of National Associations registered	Registration documents
	Fully equipped National Association offices are established	Office equipment	Office assets verifications

Table 7: Priority Five Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(7) Develop Governance and leadership capacity at both the Bureau, Secretariat and National Associations Secretariat and National Associations	Governance and leadership capacity needs are identified	Capacity development needs identified	Capacity assessment report
	Governance and leadership capacity development plan is development	Implementation of capacity development report	Progress report
	Bureau and managers are trained in governance and leadership skills	No of Bureau members and managers trained	Training and evaluation reports
(7) Develop policies to guide operations of AWFISHNET including governance, human resources, finance, procurement, monitoring and evaluations, communications, programme development and management.	Network Policies are procedures are developed for core functions including: human resources, finance, procurement, monitoring and evaluation, and programme management	Network policy frameworks are shared with National Associations	Network policies and procedures manuals
	Net Policies and procedures are domesticated at country level to align with national legislations.	National Association policies and procedure manuals are developed	National Association Policies and Procedures manuals
	Appropriate software and ERPs are identified for automation of core processes especially finance and accounting	Automaton of core processes	Automated systems in use

Strategic Priority Six: Resource mobilisation

(a) Overview of the problem

Since inception a number of donors have responded to AWFISHNET's call and need for resources required to implement the founding objectives and activities of AWFISHNET. Some of the donors so far include AU/IBAR, FAO, World Fish, SwedBio. The Broad and the noble mandate of AWFISHNET spanning the African continent requires significant amount of resources. It requires AWFISHNET to identify and work with various partners and stakeholder. It will also require commitment from the membership of AWFISHNET to mobilise own resources to run the Network and National Association activities.

This strategic plan presents a number of strategic priorities, objectives and activities that are necessary to realise the vision and mission of AWFISHNET. These too will require significant investment of financial, human, and materials resources. AWFISHNET will adopt a comprehensive and integrated view of resource mobilisation as incorporating finance, technical assistance, and material resources. AWFISHNET and its broad membership will need to identify and work with like-minded donors, partners, and communities.

AWFISHNET will need to develop its institutional and human resources capacity to carry out resource mobilisation.

In the next five years, AWFISHNET will pursue the follow objective, outcomes, and key performance indicators.

(b) Objective: Mobilise resources and establish sustainable partnerships to support programme implementation

(c) Activities, outcomes, key performance indicators and means of verification

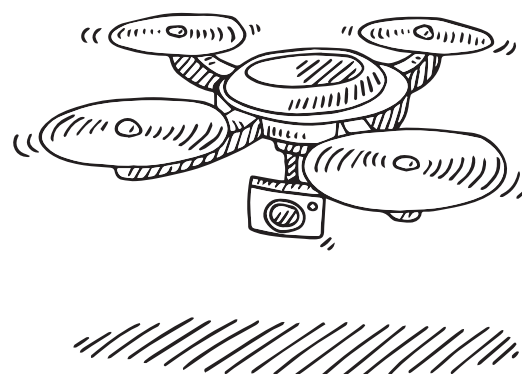


Table 8 below highlights the activities, outcomes and key performance indicators for achieving and tracking progress on resource mobilisation.

Table 8: Priority Six Activities, outcomes, key performance indicators, and means of verification

Activities	Expected outcomes	KPI	Means of Verification
(1) Carry out a mapping of potential donors and partners	A database of potential donors and partners established	A comprehensive list of donors and partners	A database of donors and partners
(2) Develop a resource mobilization strategy incorporating finance, partnerships and technical assistance	A resource mobilisation strategy is developed	A comprehensive resource mobilisation strategy	A resource mobilisation strategy
(3) Train AWFISHNET Bureau members and Managers in Secretariat and National Associations in Resource Mobilisation	AWFISHNET Bureau members and Managers are trained in resource mobilisation	Number of Bureau members and managers trained in resource mobilisation	Training and evaluation reports
		Value of resources raised by AWFISHNET Bureau members and Managers	
(4) Develop own revenue sources	National Associations are able to raise own funds through membership subscriptions	Secretariat Organisation Structure	Membership accounts
	Secretariat and National association are able to raise revenue through professional services	National association organisational structure	AWFISHNET revenue accounts
	Through a cooperative society, members will for membership services	Amount of money raised through membership services	Cooperative society accounts

RISK ASSESSMENT AND MITIGATION MEASURES



While it is the intent AWFISHNET to pursue the strategic priorities and objectives articulated in section seven, plans may not necessarily go as planned. The main challenges that constitute risks to strategy implementation can be classified as follows:

5.1 Contextual Risks

Contextual risks include:

- a) Lack of political support and commitment from government
- b) Disasters including natural disasters, conflicts, and epidemics/ pandemics
- c) Legal risks resulting from lack of enabling laws and policies as well as non-compliance with existing policies
- d) Social risks including prohibitive social norms, gender inequality and prohibitive cultural practices.

5.2 Strategic and Programmatic Risks

- a) Lack of relevance where the strategy does not address the needs of Women in fish trade and fish processing;
- b) Poor communication of strategy leading to lack of common understand and buy-in from stakeholders.
- c) Lack of clear deliverables and milestones,
- d) lack of clarity of roles and accountabilities
- e) Lack of follow through on activities and key performance indicators contained in the strategy

5.3 Risks and mitigation measures

The potential risk to implementation of the strategy and mitigation measures are presented in the table below:

The likelihood is assessed on the scale of: (1) Very likely (2) likely (3) rarely (4) unlikely (5) Not sure

The impact is assessed using the key: (1) Very high (2) High (3) low (4) very low (5) I do not know

5.3 Operational Risks

- a) Lack of capacity among implementors including lack of staff, inadequate skills, inadequate training of implementers;
- b) Lack of resources which may include financial resources, material resources, and human resources;
- c) Information management risks including data loss, breach, or misuse
- d) Fiduciary risks of resources not being used for intended purposes due to fraud, diversion, theft or bribery
- e) Legal and compliance risks related to failure to follow applicable laws and regulation
- f) Reputational risks arising from ethical conduct which may undermine the moral standing of AWFISHNET.

Table9: Risks and Mitigation Matrix

Risk	Likelihood	Impact	Consequences	Mitigation measures
Contextual Risks				
Lack of political support and commitment from government			Policy and legal reforms are not implemented	Lobby and partner with government
Disasters including natural disasters, conflicts, and epidemics/ pandemics			a) Lack of access to fish	a) Diversify income
			b) COVID-19 Effects	b) Develop a contingency plan source
Legal risks resulting from lack of enabling laws and policies as well as non-compliance with existing policies			a) Depletion of fish stock	a) Promote aquaculture
			b) Proliferation of illegal fishing practices	b) Develop a contingency plan source
Social risks including prohibitive social norms, gender inequality and prohibitive cultural practices.			Gender inequality	Advocate for gender equality

Table9: Risks and Mitigation Matrix

Risk	Likelihood	Impact	Consequences	Mitigation measures
Strategic and Programmatic Risks				
Lack of relevance where the strategy does not address the needs of Women in fish trade and fish processing;			Strategic and Programmatic Risks The strategy lacks buy-in	Implement and effective policy communication and dissemination plan
Poor communication of strategy leading to lack of common understand and buy-in from stakeholders.			a) Strategy is not understood	Implement and effective communications plan
			b) Strategy lacks buy-in	
Lack of clear deliverables and milestones			a) Uncoordinated implementation	Develop and implement plan with clear timeframes for activities
			b) Delayed implementation	
Lack of follow through on activities and key performance indicators contained in the strategy			Delayed and /or failed implementation	a) Develop and implement a monitoring and evaluation system
				b) Regular progress reports to management
Operational Risks				
Lack of capacity among implementors including lack of staff, inadequate skills, inadequate training of implementers;			a) Failed and/or delayed implementation	a) Resource the strategy with staff
			b) Objectives are not achieved	b) Implement a performance management and development plan
Lack of financial resources to implement the strategy			a) Failed and/or delayed implementation	a) Develop and implement a resource mobilisation strategy
			b) Objectives are not achieved	b) Develop a revenue channel that sustains the operations of the
			c) Donor dependency in financing AWFISHNET Agenda	c) Adopt new financing models and programming
			d) Shift in donor interest and programming	

Table9: Risks and Mitigation Matrix

Risk	Likelihood	Impact	Consequences	Mitigation measures
Operational Risks				
Information management risks including data loss, breach, or misuse			a) Lack of accurate and reliable information to guide strategy implementation	a) Implement a robust and reliable Enterprise Resource Programme (ERP) to guarantee data and information integrity
			b) Loss of critical organisational information	b) Onsite and offsite backup of data and information
Fiduciary risks of resources not being used for intended purposes due to fraud, diversion, theft or bribery			a) Loss of resources	a) Develop key organisational policies and systems to safeguard organisational resources
			b) Loss of donor confidence	
Legal and compliance risks related to failure to follow applicable laws and regulation			a) Failure to comply with regulatory requirements	a) Implement policies and systems to ensure compliance with local regulatory requirements
			b) Legal sections	b) Obtain legal registration of secretariat and national associations
Reputational risks arising from ethical conduct which may undermine the moral standing of AWFISHNET.			a) Loss of stakeholder confidence	Develop and implement a code of conduct
			b) Inability to mobilise required resources	

IMPLEMENTATION MODALITIES



6.1 Communication Plan

- (a) Targeted audiences identified and targeted communications matched. Ideally the primary audience includes the Bureau members, staff at the Secretariat and national associations, members, partners and donors. Ultimately members of the public would also need to know the strategic objectives of AWFISHNET.
- (b) The means of communication - strategy will be available both online and print media to enable its wider dissemination. The online version of the strategy will be available to all stakeholders. The online version will be available in the website of AWFISHNET.
- (c) Training on the strategy- all AWFISHNET Bureau members and Secretariat staff will need to have in-depth understanding of the strategy and its impact on their work. New staff will need to be inducted in the strategy.
- (d) Translation of the strategy- the strategy will be translated into all the official languages of AWFISHNET including English, French, Arabic, Portuguese, among others.



6.2 Implementation Plan

Due to its long span, the five-year strategy will be operationalized through annual plans. The five-year strategy is built around 6 strategic priorities and 6 strategic objectives. Each strategic objective has various activities to be implemented over a period of 5 year. The end of every 5 years will be used for reflections, reviews, and the next round of strategic planning. Execution will also be enabled through different programmes and annual operational workplans.

Annual plans will focus on specific priority activities. The annual plans will be developed as part of the annual planning process involving the Network. Annual priorities may vary across National Associations depending on local needs.



6.3 Budgeting and resource allocation

The implementation of the strategy over the five-year period will require a significant outlay of financial resources. The financing of the strategy will be through a central resource mobilisation initiative by the secretariat based on regional programmes/projects and/or country-based programmes/projects. However, National Associations will also run own resource mobilisation drives based on Country versions of the strategy and corresponding annual plans.

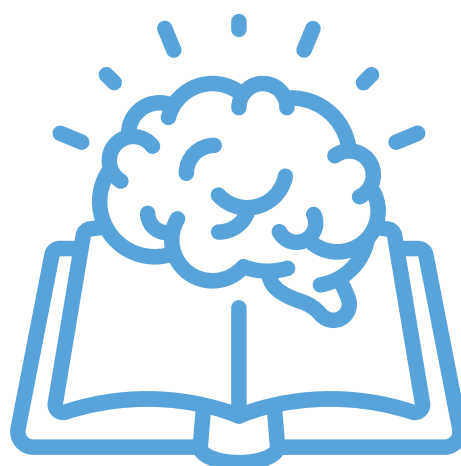
The Secretariat will develop a resource allocation framework detailing how resources raised centrally will be allocated to National Associations.

The resource mobilisation strategy will also provide modalities on how AWFISHNET will raise and allocate own resources from the membership to supplement donor and partnership funding.

6.4 Monitoring, Evaluation and Learning

AWFISHNET will refine and consolidate its MEL frameworks, policies and practices into a comprehensive MEL system to enable timely implementation of planned interventions, monitoring of progress, capturing of results and learning. The strategic plan and related operational documents will form the basis of periodic Monitoring and Evaluation (M&E).

A comprehensive review of the strategy will be undertaken mid-stream including reflections to inform subsequent detailed tactical plans. Annual operational plans, programme workplans, and budgets will however be reviewed, as a minimum, on an annual basis. A joint review process between the members and the Secretariat will be institutionalized to facilitate consultation and structured reviews on progress and targets. Periodic baseline studies shall be conducted to support measurement of change.



6.4 Monitoring, Evaluation and Learning

AWFISHNET will position herself as a learning organization, one that constantly reflects on its practice with a view to improving the same. AWFISHNET will thus undertake learning and reflections periodically. The MEL processes will be participatory with active participation of key stakeholders. Lessons generated will inform the future designs of programmes as well as innovation.

As part of accountability and continuous learning, AWFISHNET will develop and use several tools to monitor, evaluate and learn, including: output reporting data, participatory review exercises to understand and speak out on achievements, strategic evaluation research process and stakeholder consultations.



6.5 Governance and Management

The implementation of this strategy is a shared responsibility between the AWFISHNET Board of Directors (Bureau) Secretariat, National Associations and all staff.

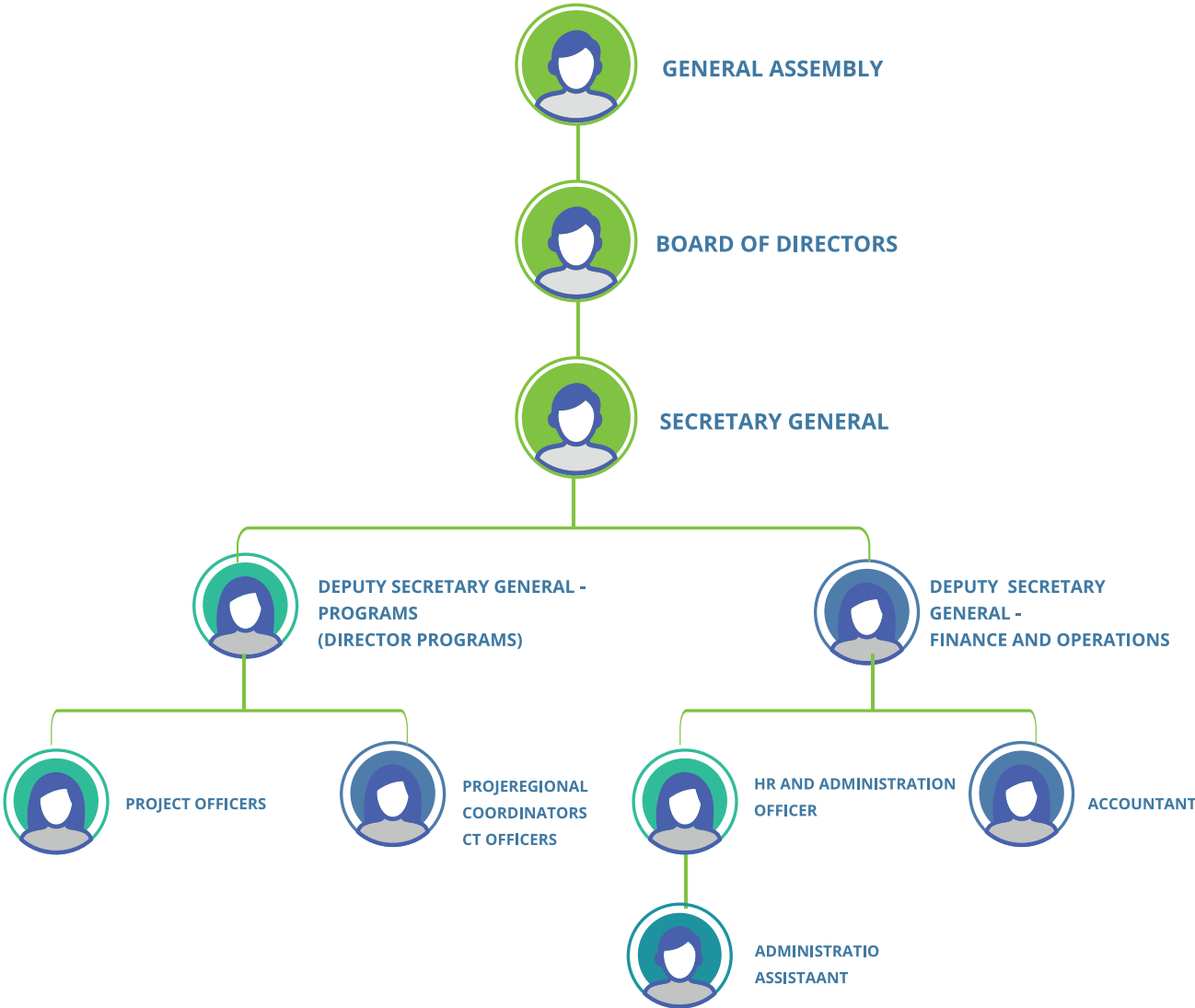
The governing body of AWFISHNET is the Board of Directors (Bureau) elected by members during the General Assemblies. The Board (Bureau) has representatives from the National Associations.

The Bureau plays an oversight role to the Secretariat. The AWFISHNET Secretariat is on its part headed by the Secretary General. The Secretary General is envisaged to lead a management team at the Secretariat in implementing the strategy. The Bureau will provide oversight in the implementation of the strategy and will receive accountability from the Secretariat through monthly, quarterly and annual reports.

National Associations may have National Boards or Bureaus which will have oversight over national strategies and resources.

To enable implementation of the strategy the following organisational structure is proposed.

6.5 Governance and Management



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