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GOVERNANCE IN CO-MANAGEMENT ON THE LAKE VICTORIA FISHERIES, UGANDA



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Implementation of a Fisheries Management Plan

National Fisheries Resources Research Institute

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LIST OF ACRONYMS

BMUs	Beach Management Units
CAOs	Chief Administrative Officers
CAS	Catch Assessment Survey
DFOs	District Fisheries Officers
DFR	Department for Fisheries Resources
FGD	Focus Group Discussion
IFMP	Implementation of the Fisheries Management Plan
KIIs	Key Informant Interviews
LCs	Local Councils
LTTAs	Long-Term Technical Assistants
LVFO	Lake Victoria Fisheries Organization
NaFIRRI	National Fisheries Resources Research Institute
SPSS	Statistical Package for Social Scientists
SSIs	Semi-Structured Interviews

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EXECUTIVE SUMMARY

Objective

1. In September 2007, the National Fisheries Resources Research Institute carried out a socio-economic survey on Governance in Co-Management in the fisheries of Lake Victoria. The purpose of the study was to determine the nature and performance of governance of the fisheries resources through co-management structures and systems.

Methodology

2. The methodological approach for the study involved primary data collection. It included use of semi-structured interviews with CAOs, DFOs, Sub-county Fisheries Officers, BMU chairmen and BMU executive committee members. Furthermore, Focus Group Discussions were held with boat owners, crew members, women and other people engaged in fisheries related activities.

Background characteristics

3. A large proportion (75%) of the BMU committee members were males and the females comprised only (25%) of them. About (4.4%) of them had not received any education while only 9.1% of the BMU chairmen had complete primary education. The main occupation of BMU committee members and chairmen were boat ownership and fish trading.

Understanding of co-management

4. Generally, there was a fair understanding and interpretation of co-management among Fisheries Department Officials and other Government leaders. However, most fishers did not understand fully the concept of co-management.

5. There was some evidence of co-management among the fishers and the District authorities. The co-operation of the BMUs and the Government were mainly centered on organizing meetings and fighting use of illegal gears by the fishers.

BMU membership, understanding and expectations

6. Most of the fishers were registered members of their BMUs and had been members for between 3 months to three years.
7. Most of the people registered by making an application to the Committee members, while in some BMUs people's names were reportedly written without their knowledge.
8. Some of the BMUs had influential people like teachers, village leaders and wealthy people and this did not have a significant impact on the BMU activities.
9. Fishers joined BMUs to protect the fisheries, to get financial assistance and because it was a condition that everybody involved in fishing at the beaches had to be a member.
10. Fishers expected the BMUs to improve the social infrastructure of the landing sites, establish income generating projects, reduce or eradicate use of illegal fishing gears, collect revenues and improve the general cleanliness at the landing sites. However, they reported that some of the expectations, like initiating income projects, had not been realised.

Governance and the BMU committee

11. There was a minimal understanding of BMU activities by the ordinary members as most of the BMU activities as outlined in the guideline were implemented by the Executive committee memebrs with little involvement of the ordinary members.

12. The information on BMU financial records, revenue and bank accounts was not known by the majority of the fishers.
13. The committee composition was a representation of the entire stakeholder groups and gender in the fisheries but, there was male domination in the chairperson position.
14. Most of the committee members had attained the mandatory primary education with few possessing secondary education.
15. The BMU executive committee meetings were conducted regularly but the assembly meetings were seldom held in most BMUs. Furthermore, the views and ideas of ordinary members were not considered by the committee in their meetings for most BMUs and there was generally lack of information dissemination to them from the executive committee.

BMU Activities and impact

16. The BMUs activities including the development plans were mainly done by the committee without the involvement of the ordinary BMU members.
17. Reduction of illegal fishing gears, that improved the livelihood of some of the fishers, was regarded as the main impact of BMU activities.

BMU–Government relations

18. There was generally a good working relation between most BMUs, Local Government and the politicians. They co-operated in holding joint meetings and advocating against illegal fishing.
19. The BMUs activities were also known to other District leaders who had been supportive to the BMUs by providing logistical and material assistance towards the improvement and promotion of BMUs initiative. This relation improved the performance of the BMUs.

20. However, there were few BMUs that had participated in Government activities, particularly planning. Weak performance of BMUs was partly attributed to minimal Government support to these activities. BMUs still needed some support from the Government like patrol boats.

BMU- Fisheries Department relations

21. Over 61% of the BMUs visited did not have Fisheries staff based at their landing sites but, they were regularly visited by them.

22. There was good working relation between BMUs and the Fisheries Department and this involved joint patrols, training and other fisheries related activities. The roles of the Fisheries staff had not entirely changed with the formation of the BMUs.

BMU Revenues and expenditures

23. Revenues were collected by the BMU chairmen, treasurer, secretary or any other delegated BMU member. The main sources included Fish Movement Permits, one Kilogram/head of fish per boat, one basin of mukene and fines imposed on wrongdoers. The others included fishmonger permits, boat licence, and fishing licence, "empoza", and tendering and market fees. With respect to the magnitudes of the revenues, these varied from place to place.

24. The revenues collected were looked after by the Treasurer and Chairman, mostly kept on bank accounts and some financial records kept. They were utilized for sanitation, BMU office construction, catering for visitors and operation of the BMUs.

Government Fisheries and other staff:

25. Fisheries Officers visited the beaches for the purposes of sensitizing fishers especially about fisheries related issues, confiscating illegal fishing gears, recording the catch levels per boat and supervising and

providing technical support for fisheries related activities at the beaches.

26. Other Local Government leaders and politicians also visited the landing sites. They supported the beaches mainly through provision of infrastructures.

27. Not many traditional leaders were encountered at the beaches. The few that existed were mainly landlords, who collected rent on their land from the fishing communities.

Law Enforcement and Co-Management:

28. Majority of the landing sites visited tried to conduct lake patrols although they were insufficient due to inadequate financial resources. Confiscated gears were either burnt or taken to higher authorities like the Police, which also sometimes brought them back to the beaches for burning.

29. However, some illegal confiscated gears were resold after confiscating. In most cases, the confiscated immature fish would be distributed to different people especially at the beaches.

Conclusions

30. There is inadequate understanding of co=-management among stakeholders and the roles of BMUs.

31. Sources of finance for BMUs are limited and there is need to improve financial management among them.

32. Although some cases of collaboration with Government was reported, BMUs still play limited roles in local development planning.

33. Training to BMUs is limited to the leadership and ordinary members have remained largely uninformed.

34. BMUs have increasingly been involved in fisheries management, including lake patrols.

Recommendations

35. The recommendations include improving understanding of co-management among the different stakeholders; strengthening memberships of BMUs, providing creating capacity for BMUs to raise funds; integration of BMUs in local development planning; accessing national programmes by BMUs and periodic assessment of co-management by research.

1.0. INTRODUCTION AND RATIONALE

The Lake Victoria Fisheries Organization (LVFO) is implementing a Fisheries Management Plan, working with and through the Partner States of Uganda, Tanzania and Kenya. The implementation of this plan has received support from the European Union through the 'Implementation of the Fisheries Management Plan' (IFMP) project, 2003-2008. A key component of the Fisheries Management Plan is the introduction of a shift in fisheries management, moving away from 'command and control' approaches to community-based and empowering co-management, where fisher communities work with Government in managing the resource base. Central to the co-management approach on Lake Victoria is the formation of Beach Management Units (BMUs). These have been formed in each Partner State in accordance with regionally harmonized BMU Guidelines.

Co-management of natural resources involves a change in how the resources are governed. The nature of governance refers to where decisions are made, at what levels and by whom. The governance agenda is dominated by concerns to promote 'good' governance, which implies the promotion of accountability, transparency, participation of stakeholders in decision-making and effective representation, including of the poor and marginalized. In co-management, the Government has delegated some management and revenue raising responsibilities to BMUs, thereby giving fisheries communities a clear stake in the governance of fisheries resources.

There is a need, however, to qualitatively assess progress towards good governance within co-management, that is, within BMUs and Government, and in the relationships between BMUs and Government. The focus of this study was to assess the nature of governance and to identify the factors affecting the nature and performance of governance, by studying both BMUs

and Government. The study was also concerned with assessing the impacts of governance on poverty reduction, social cohesion and gender equity.

The study will help to identify areas of weaknesses for intervention and examples of good practice that should be consolidated, which would feed into the implementation of further support and training to the BMUs and fisheries staff. The study would generate qualitative data that will complement quantitative data collected during performance monitoring of BMUs, led by the Fisheries Departments in August and September 2007.

1.1. Purpose

The purpose of this study was to determine the nature and performance of governance of the fisheries resources through co-management structures and systems.

1.2. Study objectives

The objectives of the study included:

1. To determine the nature of governance in relation to accountability, transparency and participation in decision-making in co-management through a study of selected BMUs and the Fisheries Department Officers at district level and below.
2. To identify the factors affecting the nature and performance of governance through co-management structures and systems.
3. To evaluate the impacts of governance through co-management on poverty reduction, social cohesion and gender equity.

The study involved an analysis of the relationships between Government (at different levels including fisheries staff, other Government officers, and politicians) and BMUs, and of the roles and influence of traditional leaders/structures and customary law within the fishing communities,

identifying how they are functioning within, or alongside, BMUs. The impact of the migration of fisherfolk on BMU governance was also investigated.

1.3. Research questions

The major research questions that provided the basis of this study relate to the study objectives for which the project was designed and these include;

i) What is the nature of governance in relation to accountability, transparency and participation in decision-making in co-management?

ii) What factors affect the nature and performance of governance through co-management structures and systems?

iii) What are some of the impacts of governance through co-management on poverty reduction, social cohesion and gender equity?

2.0. METHODOLOGY AND SAMPLING

The methodological approach for the study involved primary data collection. The methodology (techniques for data collection) that were used were regionally agreed upon by the Socio-economics Regional Working Group of IFMP.

2.1. Study coverage and sampling

The study, which was conducted around the Ugandan part of Lake Victoria, covered a range of beach types. The beach types sampled were carefully selected by the IFMP Socio-economics National Working Group of Uganda and comprised of both the mainland and island beaches. Appendix 1 summarizes the beaches sampled. The random sampling technique was used on the groups to obtain stakeholders for interviews, namely boat owners, crew, women while purposive sampling was used to select key informants to

seek for their expert opinions and views about co-management in the fisheries in Uganda.

2.2. Data Sources

Primary data collection: primary data was collected from fishers, fisheries staff and other Local Government officials and BMU executives through semi-structured checklists (Key Informant Interviews) alongside observation and Focus Group Discussions.

Collection of secondary data: Secondary data was sought from Government sources such as DFR and District Fisheries Officers to identify what information was available and how this information could be used to enrich the study.

2.3. Data collection techniques

The survey was conducted at selected landing sites, covering the main commercial species, large and small sites and sites on islands.

The primary data was collected using FGD Topic Guides and Semi-Structured Interview Checklists (KIIs) administered to: Boat Owners, Crew, Women, Fisheries staff, BMU executives and district and sub-county officials. The data collection instruments are provided in the Appendices 2 to 8. In addition, secondary information and literature was collected and collated to broaden the understanding of co-management in fisheries and direct observations were made at the landing sites.

Two survey teams worked simultaneously to collect the data and a total of 21 FGDs were conducted.

2.4. Data analysis

Quantitative data was entered and analyzed using the SPSS statistical package. Output summaries were presented as frequencies and charts and for the numerical data; means, minimums and maximums were computed.

Qualitative Data was entered in a tabular form and analyzed using the content analysis method.

3.0. RESULTS AND DISCUSSION

This section details and discusses the findings from the field survey that was conducted. The section is divided into several parts including; background characteristics; understanding, interpretation and evidence of co-management; BMU membership; governance and BMU committee; BMU activities and impact; role of fisheries staff and other stakeholders; BMU relationships; and law enforcement and co-management.

3.1. BACKGROUND CHARACTERISTICS

The survey set out to document information on the profile of the BMU chairmen and committee members on the selected landing sites. The variables under study included; sex of the respondents, level of education, main occupation, and position on the BMU committee.

3.1.1. Sex of stakeholders

The gender within the beach leadership was examined. The data indicated that majority of the BMU committee members (73.5%) and (100.0%) of the BMU chairpersons were males (Table 1). The low representation of women on the BMU committees was hindering their effective participation and involvement in decision making and planning at beach level.

Table 1: Sex of the BMU leaders

	BMU Committee members %	BMU Chairpersons %
Male	73.5	100.0
Female	26.5	--
Total	100.0	100.0

Source: Survey data, 2007

3.1.2. Age of stakeholders

The ages of the BMU chairpersons and committee members were examined. The average age of the BMU chairpersons was 40.42 years while the mean age of the BMU committee members was 37.35 years (Table 2).

Table 2: Age of committee members and BMU chairpersons

	N	Minimum	Maximum	Mean
Committee members	68	23.00	59.00	37.35
BMU chairpersons	33	28.00	69.00	40.42

Source: Survey data, 2007

3.1.3. Education level of BMU leaders

The education levels of the BMU committee members and chairmen were analyzed and the data showed more chairmen falling within the secondary education level than the committee members (Chart 1). Most of the BMU executives were relatively educated which could have a positive impact on fisheries management.

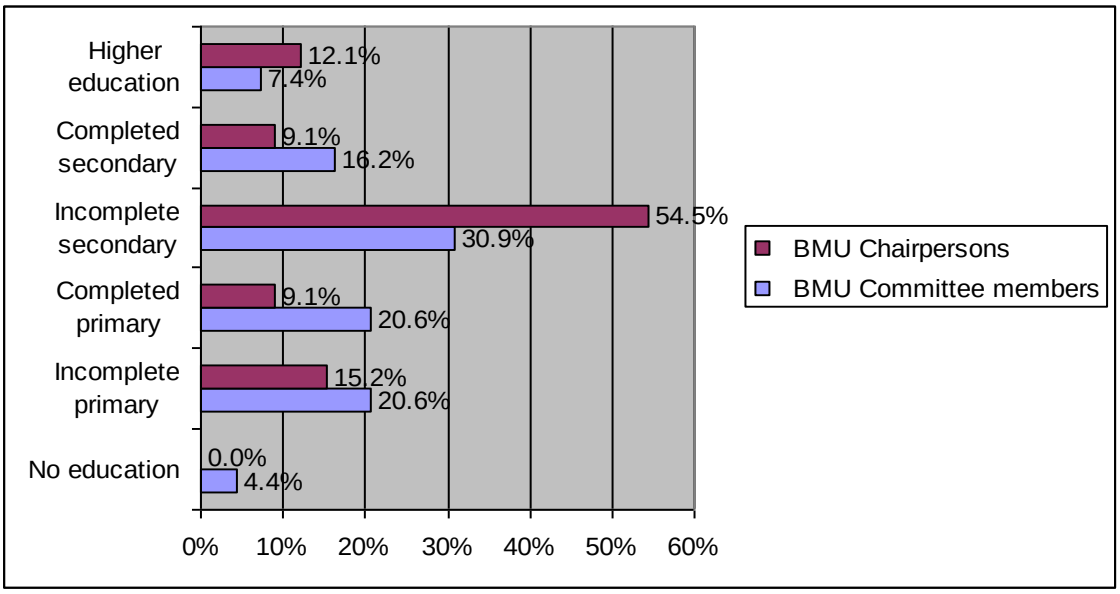


Chart 1: Level of education of BMU Committee members
Source: Survey data, 2007

The Chart 1 above shows that (20.6%) and (9.1%) of the committee members and chairmen had completed primary education while (16.2%) and (9.1%) of them had completed secondary education.

3.1.4. Durations in Fisheries and Occupations

The time spent in fisheries and at current occupations by the Fisheries Officers and CAOs was examined. On average, the CAOs interviewed had served for 4.4 years in their current positions. The average number of years served by the DFOs was 8.4 years while the mean number of years spent in fisheries was 10.8 years. However, these figures should be taken with caution because the samples were small.

3.1.5. Current and Previous Occupations

Interviews with BMU committee members and BMU chairpersons showed that the majority of both the BMU committee members (44.1%) and BMU chairpersons (78.8%) were boat owners followed by fish traders (Table 3). This shows that boat owners and traders command more respect among the fishing communities than other categories within the fisheries.

Table 3: Main occupation of BMU Committee members

	BMU Committee members (%)	BMU Chairpersons (%)
Boat owner	44.1	78.8
Boat crew	20.6	---
Fish trader	20.6	21.2
Fish processor	11.8	---
Boat and net repairer	2.9	---
Total	100.0	100.0

Source: Survey data, 2007

3.1.6. Positions on the committees/councils

Interviews with committee members set out to investigate the respondents' positions on the BMU committees which included; secretary, treasurer, Defence, member and vice chairpersons. The data revealed that apart from ordinary committee members, secretaries were more willing to speak on behalf of the BMUs than other office holders (Table 4).

Table 4: Position on BMU committee/council

Position	Frequency	Percent
Secretary	14	20.6
Treasurer	8	11.8
Defence secretary	8	11.8
Vice Chairpersons	4	5.9
Member	33	48.5
Other	1	1.5
Total	68	100.0

Source: Survey data, 2007

Majority of the BMU chairpersons (81.8%) interviewed had held positions on the previous committees. Most (73.1%) of the committee members also had been members of the previous committees. Such committees included; local council committees, landing management committees, local saving group committees or\ BMU committees among others. Most of the BMU chairmen (97%) said they would stand for BMU elections again.

The duration of service in the present and past occupation of local fisheries staff, was examined. According to the data, the mean number of years worked

as local fisheries staff was 10.78 years (Table 5). The average age of local fisheries staff interviewed was 37.35 years.

Table 5: Number of years in fisheries

	N	Minimum	Maximum	Mean
Year in fisheries	67	1.00	38.00	10.78

Source: Survey data, 2007

The average number of years served in the position of Chief Administrative Officer (CAO) was 4.35 years and the minimum and maximum period of service was 7 months and 8 years respectively. The average number of years served in the position of District Fisheries Officer (DFO) was 8.4 years while the average number of years worked in fisheries was 10.8 years.

3.2. UNDERSTANDING, INTERPRETATION AND EVIDENCE OF CO-MANAGEMENT:

The survey set out to document information on understanding, interpretation and evidence of co-management in fisheries. The interviews were administered to the District Fisheries Officers (DFOs), Local Fisheries Officers at sub-county level, BMU Chairpersons and the Chief Administrative Officers (CAOs).

The findings showed a significant understanding of co-management in the fisheries by the different fisheries stakeholders. About (70%) of the BMU committee members, (70%) of the Chief Administrative Officers (CAOs) clearly understood co-management in the fisheries. Over (95%) of the DFOs and Local fisheries staff at sub-counties understood the concept of co-management and indicated that co-management was an approach where Government and other fisheries stakeholders shared responsibility in fisheries management and development. The CAOs interviewed viewed co-

management as a joint involvement of the community, the Government and other stakeholders in fisheries planning and management of the lake resources.

On evidence of co-management, all the DFOs, local fisheries staff and the CAOs interviewed indicated that co-management was in place in the Lake Victoria fisheries. They reported that co-management was manifested by the establishment of Beach Management Units (BMUs) at all the landing sites visited, which facilitated participatory decision making processes and planning at the lower levels (the beach level). The local fisheries staff added that sharing of responsibilities was possible through the BMUs and that management had been decentralized from the centre to landing site level. However, most of the respondents indicated that co-management on Lake Victoria had not worked to their expectations and they sighted such factors like; conflicts with regard to revenue collection, conflicting stakeholder roles in co-management, absence of lake-wide BMU networks for harmonized implementation, and inadequate support to BMUs among others.

3.3. BMU MEMBERSHIP, UNDERSTANDING AND EXPECTATIONS:

The survey investigated information on membership to BMUs, stakeholders understanding of co-management and some of the expectations of co-management among selected respondents.

3.3.1. BMU Membership:

Over 60% of the fishers especially the boat crew did not differentiate BMU membership and BMU committee membership. They understood BMU membership to mean BMU committee membership until further probing questions were posed to the respondents like; whether they were registered in

the BMU register. The results indicated that all the stakeholders interviewed (women, boat owners and crew) were registered members of their respective BMUs and the membership period ranged from 3 months to 3 years. The registration process varied across BMUs but the majority of the members were voluntarily registered as they contacted either the local administrators or the BMU offices at a particular landing site.

The registration process involved the BMU committees/officials recording the names of all people involved in any fisheries activity at a particular landing site. For migrant fishers, the majority of the respondents said that they moved along with transfer letters which they presented to the BMU officials and/or L.Cs on arrival at a landing site. The transfer letters were among the requirements for registration of migrant fishers although at some beaches it was not mandatory to provide transfer letters during registration.

Majority of the fishers interviewed indicated that they had joined BMUs for purposes of; reducing illegal fishing activities and conflicts at beaches, accessing support from Government like credit provision, recognition by the local community and leadership while others simply joined because everyone involved in fisheries activities had to be registered.

Discussions with fishers revealed that some landing sites had members who were people in authority. Interviews with women respondents indicated that a councilor could be a BMU member and own boats at that landing site. Discussions with boat owners revealed that some fisheries officers, LC officials and councilors owned boats that operated at the respective landing sites.

3.3.2. Understanding of Co-Management

The knowledge of co-management among the local fisheries staff, DFOs and CAOs was examined purposely to establish their levels of understanding about the concept. The Local Fisheries staff understood co-management as the sharing of responsibilities between Government and fishing communities with

respect to fisheries management. They further argued that fisheries management was a decentralized function that involved the poor fishers in decision making and planning at beach level. The CAOs understood co-management as an organized approach to fisheries resources management involving the different players or stakeholders, including the women, crew and other vulnerable people in fishing activities. Discussions with the DFOs revealed that they understood the concept of co-management simply as the sustainable approach to fisheries management that brings Government and other stakeholders like fishers, BMUs, Police among others for a common cause. They also viewed co-management as a system where fisheries stakeholders share responsibility in fisheries management and as active partners in fisheries planning and development.

3.3.3. Expectations of Co-Management

The fisheries stakeholders had mixed expectations about BMUs. Most of the boat owners reported that they expected BMUs to link them to Government, which would ease their access to critical services like; loans, fishing gears and boats, extension services and also to improve on fisheries management and landing site development among others. Majority of the crew members expected BMUs to curb illegal fishing and piracy on the lake and also to help in dispute resolution at landing sites. The women expected BMUs to improve fisheries management at beach level, improvement in sanitation at beaches, more training in fisheries management and business skills, creation of more opportunities for livelihood survival and also to help the women and other fishers to access loans/credit to improve their businesses. The fisheries staff expected BMUs under co-management to do the following:

i) Improve community participation in resource management.

ii) Reduce responsibilities for the fisheries staff at district and sub-county level.

iii) Reduce use of illegal gears and fishing as well as piracy.

iv) More training and education to the fisheries communities on sustainable fisheries management.

Majority of the respondents argued that BMUs had not fulfilled most of their expectations although some had been achieved. Discussions with the crew members revealed that although BMUs had been established to effect fisheries management, there were still cases of illegal fishing, piracy and use of illegal fishing gears on the lake.

According to the women respondents, many beaches such as Koko landing site had poor health and sanitary conditions characterized by inadequate toilet facilities, lack of disposal facilities, inadequate health facilities and inputs and yet the populations of most beaches had increased. The women also sighted the limited access to credit facilities and services among the issues which most BMUs had failed to fulfill.

The discussions with other key stakeholders revealed relatively similar information like with women, crew and boat owners. In line with the failures of BMUs, the fisheries officers and staff also reported that BMUs had not effectively implemented most of their expected functions and roles. They further argued that although co-management was in place and BMUs had been established, most BMUs were still in their infant stage and so failed to effectively accomplish most of their duties. Discussions with fisheries staff further revealed that some duties/functions like fighting illegal fishing and gears on the lake by the BMUs were not effectively implemented given the inadequacy and sometimes lack of the necessary facilities and equipment needed for implementation such as; patrol boats, fuel, life jackets, and boat engines.

However, although BMUs had not effectively implemented most of their expected roles like curbing illegal fishing and piracy on the lake, planning and

participatory decision making at beaches, they reportedly had significant positive impacts to most of the fishing communities visited and to the livelihoods of many people, especially those immediately dependent on the lake.

Discussions with the boat owners, crew and women indicated that illegal fishing and use of illegal gears on the lake had significantly been reduced by BMUs and lake patrols and as a result many illegal fishing gears were burnt by BMUs. Security and sanitation on the lake and within the BMU communities had greatly improved as some BMUs had constructed some facilities (such as; toilets, fish slabs, drying racks, BMU offices) at some landing sites.

Fisheries management in general had improved through the creation of BMUs which spearheaded decentralized planning and development at landing site level. This was manifested by the participatory planning and decision-making processes that characterized some beaches where fishers, women in fishing activities and other stakeholders were often involved.

3.4. GOVERNANCE AND THE BMU COMMITTEE:

This section provides information on the nature and level of governance under BMUs. The section discusses nature of governance with regard to where decisions are made, at what levels and by whom. The researchers also tried to assess the nature of governance and to identify the factors affecting the nature and performance of governance, by studying both BMUs and Government.

3.4.1. BMU Committee Formation

The survey investigated how BMU committees were formed. Results revealed that formation of BMU committees was varied by landing site. For the majority of beaches, nominations of persons (aspirants) preferred for committee positions were made and elections were held in which fishers lined up behind

their preferred aspirants while at other beaches (Koko, Busuyi and Kisuku landing sites) the BMU chairmen just elected their executive members without involvement of ordinary fishers. However, at other beaches, representatives to the executive committees were elected by the different fisher groups to which they belonged. For instance, a group of boat owners at a particular landing site nominated and voted for their candidate who could effectively represent them on the executive committee.

A further analysis of the information revealed that majority of the BMU chairpersons and committee members had served on previous committees at beach or village levels. The fishers interviewed stated the following reasons when asked why they voted for the committee members;

i) Responsible and trust worthy
ii) Had good leadership skills
iii) Had been involved in fisheries for a long time
iv) Was a friend/relative
v) No other woman was capable

3.4.2. Role of BMU Chairpersons and Committee Members

The responsibilities of the BMU executive members identified during the survey included;

i) Overseeing the activities of the BMU and coordinating with higher authorities at district and sub-county levels
ii) Resolving conflicts and other problems among fishers at landing sites.
iii) Improving sanitation condition at the beaches
iv) Representation of the BMUs in meetings and trainings.
v) Implementing management measures at the landing sites

However, interviews revealed that the majority of committee members did not have the relevant skills for managing BMU affairs. It was also revealed that at some landing sites, committee members had the skills but lacked the necessary equipment and facilities for their work. A further analysis of the results indicated that majority of the BMU chairpersons, secretaries and treasurers had skills compared to the other committee members reportedly due to the fact that they were often invited for trainings and meetings at district and national levels.

3.4.3. Payment of BMU Committees

The survey investigated respondents' views on whether committee members were paid and the study revealed that all the committee members were not paid anything for their work at the landing sites. Further investigations on whether committee members should be paid, how much and by whom indicated that majority of the fishers were in favor of payment of the committee members. The responses on how much committee members should be paid included;

i) An equivalent of the earnings of the local fisheries staff.

ii) A percentage (5% to10%) from the 25% remittances to BMUs.

iii) An amount not less than 100,000 Uganda shillings.

However, the fishers said that payments should only be made to committee members who have worked.

3.4.4. BMU Relations with Politicians/Politics

The connections of BMU committees with politicians were investigated and the findings indicated that at some landing sites the politicians and/or political parties were in strong links with the BMUs and these included the following;

i) The BMU vice chairman at one landing site was the chairman for NRM in that village.

ii) The LC1 for Defence in a village was also the BMU chairman at the landing site.

However, most of the BMUs did not have strong relations with politicians and/or politics. It was also established that most of the committee members did not have strong ties to politics and political parties apart from one landing site where the BMU chairman was a strong NRM supporter.

3.4.5. Compliance to Fisheries Laws and Regulations

The survey set out to investigate whether committee members complied with fisheries laws and regulations and the findings revealed that generally they complied with the fisheries laws and regulations. However, at some landing sites, the committee members were strongly engaged in use of illegal gears and also promoted illegal fishing on the lake through reselling of already confiscated gears to other fishers at different landing sites. Most of the respondents argued that reselling of confiscated gears by some committee members at particular landing sites had seriously compromised fisheries management.

3.4.6. Sub-committee Formation

The investigations confirmed that formation of sub-committees by BMUs at most of the landing sites on Lake Victoria was still low. The field information showed that very few landing sites (Busuyi, Mpanga, Majanji) had sub-committees that supported the BMU executive committees in their operations. However, even at those BMUs were sub-committees had been developed, it was reported that they had not performed as many lacked seriousness and the will to perform.

3.4.7. BMU Committee and Assembly Meetings

Examination of the frequency of meetings of BMU executive committees showed varied responses at the various landing sites. The respondents at

some of the landing sites argued that executive committee meetings were held every two months while others said they were held every two weeks. At other landing sites, respondents said there was no particular period in which the meetings were held while other respondents claimed that they did not know when and after what period their BMU executive committees met. This analysis shows clearly that different BMU executive committees responded differently to meetings which could have significantly affected fisheries planning and management at the lower levels.

For most of the landing sites visited, the number of BMU assembly meetings held ranged from one (1) to three (3) within the last three months by the time of the survey. Most of the respondents said that it mattered if BMU assembly meetings were not held because the majority of fishers accessed and received information in fisheries aspects/issues though assembly meetings. They also viewed assembly meetings as the most effective way of participating in decision-making and planning at landing site level.

With regard to provision of notices for assembly meetings, the fishers reported that in some BMUs notice of assembly meetings was given before the meetings while in others like Kitobo landing site notice of meetings was not given. Most of the fishers argued that the time period in which assembly notices were given varied by landing site but generally the periods were very short.

3.4.8. Agenda Items for BMU Assembly Meetings

The views of the respondents were sought on what agenda items were discussed at the last assembly meetings held and among the agenda items discussed included;

i) Feedback from training sessions of executive committee members e.g financial management training

ii) Illegal fishing and fish trade on the lake

iii) Opening of bank accounts and saving schemes

iv) Infrastructural development at the landing sites e.g. construction of toilets, fish slabs e.t.c.

v) Payment of boat licenses and other fees

vi) Discussions and community approval of plans for landing site development

vii) Deliberations on fisheries issues.

The discussions held with fishers also indicated that people freely expressed their views including poor fishers during assembly meetings at most BMUs visited. However, responses on the actual functions of the BMU assembly indicated that most of the fishers did not know what the BMU assembly was supposed to do at a particular landing site. The few (fishers) who knew the functions of the BMU assembly said that the functions included;

i) Helping the executive committee in decision making, and;

ii) Providing support for planning and management of the fisheries at beach level.

Majority of the fishers reported that very few executive committee members at the different landing sites asked them about what issues to include in their executive committee meetings.

The majority of fishers confirmed that the committee members gave them feedback on issues discussed at executive committee meetings while some of them said that few of the committee members would give information and others did not give any information at all.

Investigations on whether any persons on the executive committee had been disqualified revealed that no individual was disqualified except that some of

the committee members had abandoned their respective positions and functions reportedly due to migration to other landing sites in search of better opportunities. For instance, the treasurer for Kisuku landing site resigned because he won an election as councilor.

The order for removal of committee members from office was investigated. Majority of the respondents said that the BMU assembly decides on the issue of discontinuing a committee member and then proposes guidelines to follow before dismissal from office which include; official warnings of offenders, suspensions from duty and then total disqualification from the executive committee.

The field investigations noted that some executive committee positions at some landing sites were vacant. Some of the members of the committees had voluntarily absconded from work while others had migrated to neighboring landing sites and a few had died. For instance, at Kyagalanyi Beach, the youth representative had died and the woman representative had migrated; at Kisuku beach, the treasurer resigned after winning an election as councilor while the sanitation officer and crew representative shifted to other beaches.

3.4.9. BMU Committee Elections

The survey set out to establish why people stood for elections on the executive committee and whether committee members could stand for elections again. The information revealed that there were various reasons that prompted people to stand for those elections among which included;

i) To strengthen leadership where the previous management regime had been characterized as weak.

ii) Individual trust and ability to work.

iii) Nominated and appointed by the BMU committee and assembly.

iv) Have experience in managing people and implementing Government plans.

v) To mobilize women for development so as to improve their incomes.

It was also further established that majority of the committee members were willing to stand for elections again and Table 6 indicated that 97% of the BMU chairpersons and 96.8% of the committee members wanted to stand for elections for the second time.

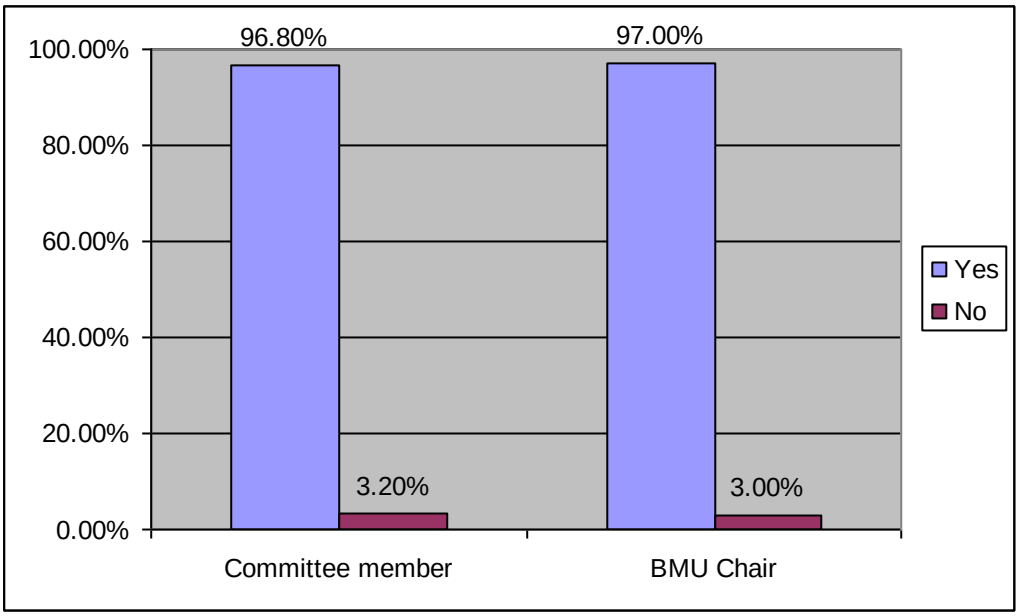


Chart 2: Whether BMU executives will stand for re-election

Source: Survey data, 2007

3.5. BMU ACTIVITIES AND IMPACT:

This section provides information on the activities of BMUs and their impacts on communities, fisheries management and households.

3.5.1. Involvement in BMU Activities

Participants in the Focus Group Discussions reported that they had been involved in different activities of the BMUS, which included:

i) General cleaning/sanitation activities either directly or by giving money to BMUs with a purpose of cleaning the beach.

ii) Working together to fight illegal fishing by reporting those involved in illegal fishing, directly participating in patrol with the "wembley" or other patrol teams.

iii) Attending BMU assembly meetings and contributing ideas.

iv) Participating in making development plans for beaches.

Most of those who had not been involved in BMU activities attributed it to the weaknesses of BMUs, for example failure to mobilize people for such activities/planning. Further investigation showed that (85.7%) of the BMU chairpersons confirmed that all BMU members at particular beaches were involved in BMU activities while (14%) said that not all of the members were involved.

3.5.2. BMU Work Plans

The field data showed that (87.9%) of the BMU chairpersons interviewed confirmed that their respective BMUs had work plans (Table 6). However, other respondents said that their BMUs did not have work plans

Table 6: BMU work plans

	Frequency	Percent
Yes	29	87.9
No	4	12.1
Total	33	100.0

Source: Survey data, 2007

For those BMUs which had work plans, the planned activities included:

i) Enhancing sanitation at beaches through, for example, constructing toilets

ii) Buying patrol boat with an engine for effective lake patrolling.

iii) Constructing BMU office building.

iv) Time schedules for holding BMU executive and assembly meetings.

v) Means of mobilizing financial resources for BMU activities.

vi) Mobilizing women to do some activities aimed at fighting poverty.

vii) Buying furniture, toiletry facilities like brush, gloves etc.

viii) Planting trees on the lake banks.

ix) Buying a fish collector container.

x) Strengthening security at landing sites to ensure safety of their property e.g. through hire of a security guard.

3.5.3. Knowledge of fishers on Government Development Planning

At most beaches, fishers had heard about SACCOs and "Prosperity for All" as national development goal with the aim of eradicating poverty, though they wanted more information regarding the same. Other areas included: HIV counseling and guidance, making boats from which incomes help to develop landing sites, buying for some of them cows which they could use to cultivate.

On whether BMU chairpersons participated in Government development planning, 63.6% of them said they did (Table 7)

Table 7: Whether BMU chairpersons participate in Government development planning

	Frequency	Percent
Yes	21	63.6%
No	12	36.4%
Total	33	100.0%

Source: Survey data, 2007

The problems faced by the BMUS in carrying out their duties were diverse. They included:

i) Inadequate co-operation between BMU committee and the assembly.

ii) Lack of adequate equipments to carryout their work like boats, engines and fuel.

iii) Conflict in duty performance with Marine Police and Fisheries staff.

iv) Inadequate security during patrolling.

v) Lack of motivation to do their work in terms of pay for the work that they did.

vi) Piracy and theft of fishing equipments, namely gears on the lake

vii) BMU is not empowered and therefore often undermined by Government authorities such as the DFO and military men.

3.5.4. BMU Training Activities

BMU chairman, treasurer and the secretary were mainly the ones who had received training about what BMUs should be doing. The training was in areas of financial management, recommended size of gears and other BMU activities. Training was by Fisheries staff and only a few of the trainees told the fishers of what they had been trained in. Over 30% of the respondents reported to have undergone training aimed at sensitizing them of the roles of BMUs, which they said was mainly on enforcement of legal fishing procedures-legal gears and mature fish harvesting and development of a saving culture.

3.6. IMPACT OF BMUS

The study assessed the impact of BMU activities on fisher communities.

3.6.1. BMU Impact on fisher communities

Respondents who admitted that BMUs had had an impact on their lives pointed out different indicators as follows:

i) Mature fish was now harvested that fetched higher incomes which led to increased standards of living.

ii) People had constructed semi-permanent and permanent houses because their incomes had increased.

iii) Improved sanitation at some landing sites, which had led to a decline in mortality and morbidity e.g. reduction in the frequency of cholera outbreaks.

iv) Improved roads made that were vital for accessing the beaches.

v) Office premises for some beaches had been constructed where they sat unlike in the past. Fishers clearly knew where to report in case of conflicts etc,

vi) They used to run at seeing patrol teams but now they no longer did.

vii) Reduced theft of gears and fish processing equipments.

viii) If one drowned, the chairman puts an effort to ensure that the body was recovered.

3.6.2. BMU Impact on Illegal Fishing

Most of the beaches confirmed that they had registered an improvement in legal fishing and for some, e.g. Mpanga respondents said that there were totally no persons dealing in illegal fishing. For the other few landing sites, illegal fishing was still the order of the day as some beach leaders condoned it also. Women in Koko, for example, said that beach leaders were themselves involved in illegal fishing activities.

3.6.3. Stakeholders Benefits from BMU Activities

According to more than 80% of the Committee members the fisheries stakeholders were benefiting in the following ways:

i) BMUs had tried to clear illegal fishing gears on the lake, which had led to harvesting mature fish, increased incomes, less harassment etc.

ii) Through effective representation, fishers had always received timely feedback on fisheries issues and other information.

iii) Their boats were safe given the security provided and boat owners were able to get money out of boats rented which one person collected.

iv) Because cross boarder meetings were held, this helped the them to recover their boats and engines which they could not do on their own.

v) Sanitation had greatly improved at the landing unlike before, which led to improved market opportunities, morbidity and mortality. This included improved toilet facilities, fish slabs etc.

Some BMU executive members, however, reported that people had not benefited much from BMUs mainly because there was little funds to finance the activities. This meant that BMUs were operating at excess capacity due to mainly inadequate funds.

The BMU had also made a difference to the development of the beach/community, e.g. in getting the road improved, latrines installed, a new school, etc.

3.7. ROLES PLAYED BY BMUs

Different BMUs played different roles in as far the development of the beaches were concerned. The Focus Group Discussions participants and other relevant fisheries stakeholders cited the following to that effect:

i) They constructed an office where to report in case of problems.

ii) General sanitation around the landing sites has greatly improved e.g. constructing latrines.

iii) They had enabled the construction of fish slabs at some landing sites visited.

iv) Improved roads made for some landings that had eased accessibility to such beaches.

Some respondents however reported that the BMU had not made any difference to the development of the beach/community, which had led to out-migration of some fishers to beaches that were seen to be developed with relatively modern facilities. This meant that some BMUs had performed better than others because beaches where fishers shifted to were themselves having BMUs which presumably had achieved more.

3.7.1. Suggestions for Improvement of BMU Performance

Suggestions were given by the different stakeholders on how co-management could be improved; the DFOs, for example, suggested the following:

i) Continuous mentoring of BMUs especially on documentation, involving members in planning and development activities.

ii) Ensure that the term of office is respected.

iii) Continue building capacity of BMUs through training.

iv) Legal procedures for BMUs and Local Governments should be streamlined, e.g. BMUs not authorised to collect Government revenue.

v) A single chain of command to ease reporting by BMUs.

vi) Other key stakeholders e.g. food vendors at beaches, Community Development Officers should be involved

vii) The mechanism of supporting chairmen should be revised.

The Chief Administrative Officers said the following on how co-management should be improved:

i) BMUs should not accept being bribed or otherwise compromised to allow landing of immature fish.

ii) The linkage between BMUs and the lower Local Governments should be strengthened because at the moment they paid all allegiance to the DFOs. This might help to ease mobilization of resources for BMUs to finance their development activities.

iii) Fishers, BMUs and Local Governments should be sensitized on the different roles of the fisheries stakeholders consolidate.

3.8. BMU REVENUES AND ACCOUNTS:

In co-management, the Government has delegated some management and revenue raising responsibilities to BMUs, thereby giving fisheries communities a clear stake in the governance of fisheries resources. The survey set out to investigate key issues in BMU revenue collection, expenditures and accounts.

3.8.1. BMU Revenue Collection

The people identified to be collecting revenues at most landing sites where revenues were collected included: the BMU Chairman, Treasury and Secretary. At most of those beaches, the Chairman and/or other authorized members of the BMU executive especially the Vice Chairman, Treasurer and Secretary sometimes would nominate one to collect revenues on their behalf from among people on the beach who did not necessarily belong to the BMU executive. For some beaches, the BMU executive had selected some specific people from the assembly who would collect the revenues at scheduled times.

There were different types of revenues collected at different landing sites although others had experienced a ban from Government due to different

reasons. In Kyagalanyi for example, the Fisheries Officer due to resentment exhibited by fishers had stopped collecting of one head of fish, which was a source of revenue for the BMU operations. The different sources of revenue at different landing sites, according to the study, included: Fish Movement Permits, one Kilogram/head of fish per boat, one basin of mukene and fines imposed on wrongdoers. The others included fishmonger permits, boat license, and fishing licence, "empoza", and tendering and market fees.

Discussions with committee members about responsibility for BMU revenue collection indicated that BMU treasurers (36.8%) generally collected the revenue, followed by ordinary committee members (17.6%) and BMU chairpersons (14.7%). This was a clear indication that responsibility for revenue collection was not a function of a specific member of the BMU committee, preferably the Treasurer.

Majority of the committee members (69.4%) reported that the BMU treasurers kept the revenue collected followed by BMU chairpersons (9.7%) and ordinary committee members (8.1%).

3.8.2. Magnitudes of BMU Revenue Collections

Focus Group Discussion members at the different landing sites where revenue collection was carried out did not know how much revenue was in their treasury.

According to the DFOs and BMU executive members, how much revenue collected by the different BMUs depended on the different sources that a landing site had and the levels of fisheries business especially catch levels. Thus for Bugiri District, over UShs 80million was collected by the BMUs per annum. For Masaka District, approximately UShs 1.5m per month and Wakiso over UShs 200,000 per month per landing. For the case of Rakai, the services were decentralized so finance systems could be traced from the sub-county. For the case of Mukono, the DFO could not easily determine the amount of revenues collected but said that it made quite a substantial contribution to the district revenues.

On how much went back to the BMUs, all the DFOs interviewed reported that they remitted back (25%) to the BMUs.

3.8.3. Decision making on BMU Revenue

Information from the different Focus Group Discussions showed that Sub county authorities, BMU committee and the BMU chairman in agreement with the whole assembly mainly determined the types and amount of revenues collected during assembly meetings. Over (50%) of the respondents said that they were happy with the revenues collected compared to others who were happy with them.

3.8.4. Handling of BMU Revenues and Collections

Different revenues collected were dealt with in different ways at different landing sites.

Fish Movement Permit collections were sent to the sub-county/district from which 25% of such collections was sent back to the landing sites. The remitted 25% and the other locally generated revenues like fines on wrongdoers would, therefore, be used to do the following:

i) Buying sanitation equipments and helping people in need, for example, people who lost their dear ones and taking back home sick people.

ii) Renovation of office premises and furniture etc.

iii) Catering for visitors e.g. by buying them drinks like sodas.

iv) Developing the landing sites in terms of construction of pit latrines, cleaning the landing sites and constructing roads.

v) Banked but not yet used for some beaches.

vi) Some claimed that the collectors used part of it to purchase their own gears or other private property.

However, other respondents (more than 60%) did not know how the revenues raised were used.

3.9. BMU EXPENDITURES

This section presents information on BMU expenditures and other related issues.

3.9.1. Decision Making on BMU Expenditures

Different stakeholders were identified as being responsible for deciding on who used the revenues raised. Many FGD members reported that the BMU committee and/or BMU Chairmen as mainly the people who decided on how the money would be used. The others included: BMU assembly and district authorities. There were also fishers who had no idea who decided how money could be used.

According to most BMU executives, the following looked after BMU money: BMU chairman and BMU treasurer. To those who had accounts in Banks, such money was deposited there and those without, such monies were kept at the BMU offices. Indeed some of the BMU executives agreed that they as the committee sat to determine how the BMU money could be used. It was however surprising that some BMU executive members did not know who kept such revenues and who determined how it could be used.

3.9.2. Financial Records

Financial records were presented during meetings and assemblies According to some BMUs, the following financial records were presented during BMU assembly meetings. They, however, varied from beach to beach depending where such taxes were collected, how money was kept and how it was spent.

i) Receipt book, cash book, pass books, banking slips

ii) Money contributed from one head of fish (assembly) and money got from those who grew crops at the lakeshores.

iii) Monthly expenditure receipts and bank statements.

iv) Ordinary books, which were shown to the committee/assembly.

v) Monthly accountability on expenditures and incomes received and money on account

The BMU chair either collected or appointed the one who collected such revenues. He was in a position to, for instance, show the collectors the revenue defaulters/those meant to pay where they were. Interviews with BMU chairpersons further revealed that (78.3%) of them indicated that Government had not offered enough support to BMUs (Table 8).

Table 8: Whether Government support was enough

	Frequency	Percent
Yes	5	21.7
No	18	78.3
Total	23	100.0

Source: Survey data, 2007

There were no organizations at beaches which people gave money to for over (70%) of the landing sites. A few, however, cited organizations like SACCOs. Those who said they had registered with SACCOs reported that they paid UShs 5,000 as registration fees, and UShs 10,000 for account opening but they did not know where things had reached at the time of the study. Most of those who were saving money were doing it with local savings and credit schemes for example at Mpanga Landing Site, where the local organization was called 'Babiribantu' (literary meaning that two heads are better than one).

3.9.3. BMUs and Bank Accounts

The section provides information on bank accounts and knowledge about account information.

More than (60%) of the respondents did not know whether their BMUs had bank accounts. In Mpanga, they knew but did not know how much was on the account. Otherwise, all the respondents in the Focus Group Discussions did not know how much money was in their BMU treasury/account.

Most of the respondents had not seen the accounts of their BMUs.

3.10. GOVERNMENT FISHERIES STAFF AND OTHER STAFF:

3.10.1. Government Fisheries Staff and Other Government Officers/Politicians

The frequency of visits by Fisheries Officers varied from beach to beach. Visits by these officers could be daily, weekly or monthly. On one of the landing sites visited, the Fisheries Officer came only when there was a deal especially if he was contacted that there was a deal for money.

Whenever Fisheries Officers came to the beaches, they were mainly involved in sensitizing fishers especially about fisheries related issues, confiscating illegal fishing gears, recording the catch levels per boat and supervising the fisheries related activities at beaches. Further interviews with BMU chairpersons indicated that majority of them (63.6%) said BMUs did not have any problems with local administration (Table 9).

Table 9: Whether there were a problems between the BMU and local administration

	Frequency	Percent
Yes	12	36.4
No	21	63.6
Total	33	100.0

Source: Survey data, 2007

57.6% of the BMU chairpersons confirmed presence of fisheries officers at their beaches (Table 10).

Table 10: Whether there was a Government fisheries inspector

	Frequency	Percent
Yes	19	57.6
No	14	42.4
Total	33	100.0

Source: Survey data, 2007

The fisheries staff when interviewed accepted that they played supervisory and advisory roles to BMUs and fishers. Their roles generally had not changed as such after BMU institutionalization but there had been an increase in the responsibilities for example to, training, extension education and sharing of some of the roles with the BMUs. Most of the DFOs and all CAOs interviewed also said that the role of the Fisheries Officers had not changed because BMUs had not been empowered both technically and financially to take over such roles. The rest who conceded to the fact that the roles had changed pointing out the issue of Licensing saying that it was in the hands of the BMUs while quality assurance was shared between Fisheries staff and BMUs.

According to the DFOs, there were different responses on whether the BMU roles had changed or not. It came out from the study that landing sites on the

main lands were visited more regularly than those on the islands due to reasons like inadequate facilitation in terms of fuel, or generally transport. Even for the main land beaches, facilitation was a problem but it was worse with islands. Bad road networks also affected the frequency of visits to the beaches negatively. Visits to islands were mainly done quarterly or once a month whereas for the main land beaches were more regular e.g. once a week or even daily and monthly. Fisheries Officers were based on some beaches. Majority of the fisheries staff (72.7%) did not ask for money or fish from BMUs whenever they carried out their routine activities (Table 11).

Table 11: Whether Fisheries staff requested/demanded any money/fish from the BMUs

	Frequency	Percent
Yes	9	27.3
No	24	72.7
Total	33	100.0

Source: Survey data, 2007

The Fisheries staffs were asked about how often they visited landing sites. The frequency of Fisheries staff visitation of beaches can be summarized in Table 12 below:

Table 12: Frequency of District Fisheries Officers' visits to beaches

	Mukono	Bugiri	Kampala	Mayuge	Rakai
No. of BMUs visited by DFOs in a month	7	4	2	2	4
Frequency of visits by DFOs in a month	One BMU per month	Four times each BMU in a month	Ten times each BMU in a month	Two times each BMU in a month	One BMU per month

No. of BMUs visited by other Fisheries Staff in a month	Two BMUs per month	Once a month	Once a month	Depends on resources available	Once in a quarter

Source: Survey data, 2007

The table shows that the number of times DFOs visited BMUs in a month ranged between one and ten times. However, on average, the DFOs visited one to two BMUs in a month.

3.10.2. What People Did When Fisheries Staff Came to Beaches

When Fisheries Staff came to beaches, some fishers presented their fish for counting. For some landing sites, the fishers humbled themselves and were in a state of fear though for others especially where legal fishing rules were observed, they received them without fear. Others gathered to share with them knowledge and information and tell their problems whereas the others contributed money and gave them. Generally those with illegal gears handed them over to the Fisheries Officers if asked to do so. At some landing sites, mukene gear owners were asked to pay 3,000 for which use the respondents did not know. Some criminals especially those engaged in illegal fisheries activities normally hid themselves on seeing Fisheries Officers.

3.10.3. Are local Government and politicians helpful to the BMU?

Local politicians had not been generally helpful to BMUs according to the respondents apart from a few cases where some councilors, MPs and Local Council Officials for some landing sites had helped in road, fish slab and toilet construction. Other areas were: promotion of sports by donating balls, provision of drugs for health centers and helping in fighting piracy at beaches. On one of the landing sites visited, their MP had helped to remove a "special boat license" that was imposed on fishers by the BMUs.

3.10.4. BMU Conflicts

Generally there were not acute conflicts within most BMUs. Some of the conflicts that had occurred were between BMU committee members themselves for example some committee members did not adhere to BMU chairman's calls like going for meetings. There were also conflicts between fishers themselves due to different disagreements for which some said that they reported to the BMU Chairman who tried to help them by solving the problem. The other source of the problem was mistreatment of fishers when it came to time for paying fines and taxes. Members reported that there was a sort of coercion exerted on the fishermen in order to pay taxes and fines.

3.10.5 Relationship between the local village administrators and BMU involvement in local planning

The relationship between local village staff and BMU varied from landing to landing but was mainly good for more than 50% of the beaches. On some landing sites, the relationship was so good that BMU assembly meetings and Local Council meetings were held together. The two had schedules for meetings on the same days and as one meeting for all people at beaches. They also co-operated when it came to solving conflicts and planning at some beaches, for example, where the BMUs sometimes referred cases to Local Council Officials. At some beaches the co-operation was exhibited in fighting piracy and theft of property like fishing gears, which were done jointly.

On beaches where there was no co-operation, the cause was, among others, the failure to comprehend the limits of their roles. For example Police and BMU could conflict on who should carry out operations and conduct patrols; Local Councils and BMUs on who would collect revenues at beach etc. On Kirewe Island, due to conflicts between fishers and Local Defense Unit personnel (LDU), LDU had shot and killed a fisherman, which was solved by changing security guards at the beach by bringing new ones. Apart from this measure, most of the conflicts in this category were still unresolved by the time of the survey.

Many DFOs reported that BMUs were involved in planning for the fisheries sector at local levels. For instance in Mutumba Sub-county, Bugiri District, the chairperson LCIII convened 3 meetings with the BMU chairpersons in that sub-county to consult them on what should be incorporated into sub-county and consequently district plans. Furthermore, based on the planning cycle, the BMUs had been involved in village/landing site meetings to give views/ideas that are carried to higher levels for integration into sub-county, district and national plans. Even BMUs can sit in their own meetings and come up with development plans, which are sent to the sub-county for approval.

The few DFOs who did not agree said that the BMUs had only recently been trained on planning issues and so could not have been involved in the planning cycle for the district but was now going to take root in the next planning. This implies that the reason for failure to partake in development planning was the infancy of the BMU.

Most Fisheries Officers interviewed agreed that BMUs had been involved in planning for the fisheries sector. They argued in that direction, because BMUs' plans were always incorporated into the national fisheries plans. Also BMUs prepared work plans that the sub-county incorporated into its plans and Some BMUs had been involved in politics and lobbing for fisheries. Fisheries staff mainly advised the fishers on how to make such plans. For the few Fisheries Officers who denied the fact that BMUs were involved in making plans said that co-management was a new approach, which had not, began bearing fruits and members of BMUs were not yet conversant with how to make plans.

Fisheries Officers were asked if they had the plans of the BMUs, which were within their jurisdiction. Those who had them said they had them to: study them and see if they were made according to demands available; advise and help them to implement its activities and help in lobbing funds from vessel

licenses (25%) to go to BMUs so that they can supplement (25%) from FMPs to implement work plans.

The few who did not have them said that they had nothing to do with BMU work plans because they were not included in the structures of handling such plans and that details of such plans could be found at sub-county headquarters.

It should be noted that DFR Officials sometimes organized workshops with the Fisheries Officers and got their views regarding the fisheries sector. The Fisheries Officers could, in the process, air views of BMUs so it was vital for these Fisheries Officers to have BMU work plans.

3.10.6. BMUs and Traditional Authorities

Most of the landing sites visited did not have traditional authorities apart from Koko and Kitobo where there was the landlord of the beach land who was paid 'busulu' by those who occupied plots on such beaches. This can be confirmed by interviews with BMU chairpersons who revealed that traditional authorities were not present at most beaches as reported by (56.3%) of them (Table 13).

Table 13: Whether there were traditional authorities at beaches

	Frequency	Percent
Yes	14	43.8
No	18	56.3
Total	32	100.0

Source: Survey data, 2007

With respect to relationship between the BMUs and the traditional leaders, most of the BMU chairmen (83.3%) said that BMUs did not have any problems with traditional authorities (Table 14).

Table 14: Whether there were problems between the BMU and traditional authority

	Frequency	Percent
Yes	4	16.7
No	20	83.3
Total	24	100.0

Source: Survey data, 2007

3.11. LAW ENFORCEMENT AND CO-MANAGEMENT

3.11.1. BMU Patrols

The majority (over than 70%) of the landing sites reported that they tried to do patrols, which they claimed were insufficient due to inadequate financial resources to buy fuel, boat for patrol, security among others. Confiscated gears were either burnt or taken to higher authorities like police, which also could sometimes bring them back to beaches for burning. Some confiscated gears were resold after confiscating. In most cases, the confiscated immature fish would be distributed to different people especially at the beaches.

3.11.2. Actions Taken by Police and Fisheries Staff on Offenders

The study investigated what actions were taken by the different law enforcement officers to enforce fisheries regulations. It ws reported that Police and Fisheries Officers burnt gears but gave the fish to different people to eat. Sometimes they took them to the Police post but would bring them back to the landing site to burn publicly while the fishers watched.

However, others could take gears to prisons like Kiigo or sell to other fishers or even give them back to their owners after receiving bribe. Sometimes they would also sell them to other fishers. Offenders who asked for forgiveness were forgiven whereas others were taken to the Police post along with their

illegal gears and immature fish. Some offenders caught with illegal fishing ran away sometimes leaving their immature fish and illegal gears behind, which were then confiscated. Other offenders were even given strokes as a punishment.

3.11.3. Working Relationship between the BMU, Fisheries Staff and the Police

Responses from most FGDs revealed that they co-operated especially in burning illegal gears, patrols. Fisheries Officers and BMUs would take offenders to police. If there was going to be an operation, BMUs and Fisheries staff would go to the Police and pick some police men to go with for the patrol.

For a few landing sites, especially where illegal fishing was condoned like Koko, they worked independently, because BMUs feared Police because they might be strict.

According to the DFOs, apart from Police and BMUs helping them, DFR also supported Fisheries' staff work in the following ways:

i) Capacity building, providing tools for use, supervisory and advisory support.

ii) Supporting BMU elections to ensure that they are free and fair.

The DFOs also cited the fact that during planning, DFR also made consultations with the Fisheries staff on what should appear in the plans either through workshops or visiting them on the ground. They were also involved in reviews and planning processes although policy making was finally done by DFR.

3.11.4. Customary Laws and BMUs

The majority of BMU chairmen (86.7%) indicated that their landing sites were not practicing the customary Table 15). The absence of customary law at most

of the landing sites meant that traditional methods of resource conservation were gradually being lost.

Table 15: Presence of customary law at the beach

	Frequency	Percent
Yes	4	13.3
No	26	86.7
Total	30	100.0

Source: Survey data, 2007

3.11.5. Receiving Information from Researchers

The views of the BMU chairmen were sought on whether BMUs received information from researchers and (69.7%) of them reported that BMUs did not receive any information from researchers (Table 16). Inability of BMUs to receive receives research information means that BMUs would continue to manage and develop the fisheries without essential knowledge to carry out these functions.

Table 16: Receiving information from researchers

	Frequency	Percent
Yes	10	30.3
No	23	69.7
Total	33	100.0

Source: Survey data, 2007

4.0. CONCLUSIONS AND RECOMMENDATIONS

4.1. CONCLUSIONS

i) Majority of the respondents in the survey did not differentiate BMU assembly membership from BMU committee membership. Many had registered with their respective BMUs in one way or another. However, in some cases formation of BMU executive committees did not follow the stipulated BMU guidelines.

ii) Most of the BMUs had not met their expectations which included among others improving the social infrastructure of the landing site, establishment of income generating projects, reduction on the use of illegal fishing gears and collection of revenue.

iii) Implementation of BMU activities was limited mostly to the committees, as other members of the BMUs did not view it as their responsibility.

iv) Where revenues were collected, financial records were mostly accessible to some members of the BMU committee only and whether or not BMUs had bank accounts was not known to many BMU members

v) There was evidence of conflict of interest among the BMU committees, tenderers of landing sites (Sub County), security agents on procedures BMUs should take to implement their functions. The relations tended to be more conflicting than co-operative.

vi) Most of the training received by the BMUs was organized by DFR, especially for a few members of the BMU committees.

vii) Law enforcement among the BMUs was done through carrying out lake patrols which were done jointly by BMU committee members, local

Fisheries staff and Police. Other organs like Marine Police , Maritime security and unknown agencies also carried out patrols.

4.2 RECOMMENDATIONS

i) The institutions (DFR, Local Governments) charged with the responsibility of institutionalizing BMUs, as well as the BMUs themselves, should endeavour to improve the rather low understanding of co-management among the different stakeholders, including the roles of the BMUs.

ii) The capacity of BMUs to generate revenues should be strengthened and opportunities availed to them.

iii) Efforts should be made to integrate BMUs into the local planning and development schemes, much of which affect the fishing communities.

iv) Supervision of BMUs by the local Government should be strengthened.

v) Efforts should be made to enable BMUs access local and national programs such as NAADS.

vi) Research should provide periodic monitoring of the functioning, achievements and impact of co-management.

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APPENDIX 1: TOPIC GUIDE FOR BOAT OWNERS FOCUS GROUP DISCUSSIONS

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY:

What is the purpose of this group discussion?

The governments of Kenya, Tanzania and Uganda have supported the formation, or reformation, of BMUs through the Lake Victoria Fisheries Organization, and want to know how well the BMUs are performing and whether ordinary people in the fishing communities are involved in BMUs and know what is happening. They also want to know how BMUs are working and getting on with government and others. The purpose of finding out this information is to hear from people what they think about BMUs, what is going on well and what needs changing, or where BMUs need more support. As the BMUs are still new, it is important that government and BMUs know what is happening on the ground and can make changes or provide support where necessary.

The results of the discussion are confidential. Names are not needed and the findings will not be reported as coming from this beach. The reporting and feedback will report on BMUs generally, unless you are happy for something to be reported about this BMU (e.g. if it has done something well).

Facilitator notes:

There are many questions listed. Some are similar. You may find that the answers are covered already to a question and don't need to ask it, but please ask for in-depth questions, especially when discussing examples, or things that happened. Please probe and remember that we are not looking for right answers (e.g. about how often a committee should meet) but to find out what people know.

BMU membership

1. Who is a member of this or another BMU? [Ask group to raise hands.]
2. For how long have people been members of a BMU?
3. How does someone become a member of a BMU? [Ask group to agree on process, though if there is disagreement, please record.]
4. Why join a BMU?
5. What were your expectations before the BMU was reformed about what BMUs should do?
6. Have your expectations been realized? If yes, how? If no, how and why not?

7. Is this BMU doing any of those things? Is there anything else your BMU should be doing?
8. Does anyone of authority, e.g. teachers, MPs, councilors, etc., have boats at the landing site and are they registered members of the BMU? Does it make any difference to the BMU having these people as members? Are they actively involved in the BMU?

BMU Committee

9. How was the BMU Committee formed?
10. How were the boat owners selected for the committee? Did they just want to stand, had they been on a previous committee? Are they doing a good job?
11. Why did you vote for who you voted for? What were your main reasons?
12. What does the BMU Chair do? Is the Chair doing a good job? How do you know?
13. Do the committee members have the skills they need to do their work well?
14. Are the committee members paid anything for their work? If yes, who decided and when? What are they paid for and how much?
15. Do you think committee members should be paid? If yes, why, who, how much, who will pay, etc.?
16. Do any of the committee members have any connections with political parties or with politicians?
17. Do the committee members comply with fisheries laws and regulations (i.e. do they use legal gear and/or deal in proper size fish)? If not, why? Should they comply?
18. Does the BMU Committee have any sub-committees? If yes, who is on the sub-committees and what do you know about them?
19. How often is the BMU Committee supposed to meet? How often does it meet?
20. How often is the Assembly supposed to meet? How often does it meet? Is the meeting frequency about right?
21. Would it matter if BMU Assembly meetings are not held? Why?
22. Do people get enough notice that an Assembly meeting is going to be held?
23. What was discussed at the last Assembly meeting?
24. Can people speak freely at Assembly meetings? Do many people attend?
25. What is a BMU Assembly supposed to do?
26. Do you know what the BMU Committee discussed and agreed upon at the last meeting?
27. Do the members of the BMU Committee ask you about what the BMU should do before going to Committee meetings?
28. Do the members of the BMU Committee tell you what was discussed at the Committee meetings?
29. Have any members of the BMU Committee been disqualified or removed from the Committee?
30. If yes, how and why did it happen?
31. How are committee members supposed to be removed from office?
32. Have there been any vacant positions on the Committee? If yes, why and what happened?

BMU revenue and accounts

33. Who in the BMU is responsible for collecting revenue for the BMU? Ask about different types of revenue and who collects what.
34. How much revenue does the BMU collected from the fisheries each week/month?
35. Who decided what revenue (fees) BMUs can collect? When was it decided? Were you happy with the decision?
36. What happens with the revenue raised?
37. Who decides how the money is used?
38. Does the BMU Chair have any role in collecting revenue?
39. Do you know whether this BMU has a bank account? If yes, how much money is in the account?
40. Have you ever seen the accounts of the BMU? Bank statement, summary of accounts (i.e. how much revenue and how much expenditure), cash book, etc.

BMU Activities

41. Have you been involved in any BMU activities? Making a plan, patrolling, attending Assembly meetings, etc?
42. If the BMU has a work plan or management plan, do you know what's in it?
43. Does the BMU face any problems in carrying out its activities/duties?
44. Is the BMU making any difference to your life?
45. Has the BMU made any difference to the development of the beach/community, e.g. in getting the road improved, latrines installed, a new school, etc?
46. Has anyone in this BMU received any training about what BMUs should be doing? If yes, who and what training did they receive?
47. Who gave them the training?
48. What did they tell other people about the training?
49. How many and which organizations do you give money to (e.g. BMU, SACCOS)? How much and why?

Government fisheries staff and other government/politicians

50. How often do you see fisheries department staff at this beach and what do they do when they come here?
51. What do people do when fisheries staff come here?
52. Are local government and politicians helpful to the BMU?
53. Have there been any conflict/problems in the BMU? Why did they come about, who was it between (within committee, between members, between Assembly and Committee, between BMUs, between BMU and govt/fisheries staff, etc.) and how were the conflicts addressed?
54. What is the relationship like between the local village and the BMU? Is the BMU involved in local planning? Any examples? Any problems?
55. Does anyone know anything about government development plans? (e.g. DDPs) If yes, how and what do they know about the plans? If no, why not?

56. Are there any traditional authorities here at the beach? If yes, who/what? What do they do and how do they influence, or link with, the BMU?

Law enforcement

57. Has the BMU had any impact on illegal fishing?
58. Has the BMU been doing patrols? What does the BMU with gears seized or with the offenders?
59. If they pass them on to the police or to fisheries staff, what do they do with the gears and offenders?
60. What do the police and fisheries staff do when they seize gears and offenders on their own? How do you know this? Any examples?
61. Do the police and fisheries staff work with the BMU in enforcing laws? How? Give examples?

APPENDIX 2: TOPIC GUIDE FOR BOAT CREW FOCUS GROUP DISCUSSIONS

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY:

What is the purpose of this group discussion?

The governments of Kenya, Tanzania and Uganda have supported the formation, or reformation, of BMUs through the Lake Victoria Fisheries Organization, and want to know how well the BMUs are performing and whether ordinary people in the fishing communities are involved in BMUs and know what is happening. They also want to know how BMUs are working and getting on with government and others. The purpose of finding out this information is to hear from people what they think about BMUs, what is going on well and what needs changing, or where BMUs need more support. As the BMUs are still new, it is important that government and BMUs know what is happening on the ground and can make changes or provide support where necessary.

The results of the discussion are confidential. Names are not needed and the findings will not be reported as coming from this beach. The reporting and feedback will report on BMUs generally, unless you are happy for something to be reported about this BMU (e.g. if it has done something well).

Facilitator notes:

There are many questions listed. Some are similar. You may find that the answers are covered already to a question and don't need to ask it, but please ask for in-depth questions, especially when discussing examples, or things that happened. Please probe and remember that we are not looking for right answers (e.g. about how often a committee should meet) but to find out what people know.

BMU membership

1. Who is a member of this or another BMU? [Ask group to raise hands.]
2. For how long have people been members of a BMU?
3. How does someone become a member of a BMU? [Ask group to agree on process, though if there is disagreement, please record.]
4. Why join a BMU?
5. What were your expectations before the BMU was reformed about what BMUs should do?
6. Have your expectations been realized or not? If yes, how? If no, how and why not?
7. Is this BMU doing any of those things? Is there anything else your BMU should be doing?

8. Does anyone of authority, e.g. teachers, MPs, councilors, etc., have boats at the landing site and are they registered members of the BMU? Does it make any difference to the BMU having these people as members? Are they actively involved in the BMU?

BMU Committee

9. How was the BMU Committee formed?
10. How were the boat crew selected for the committee? Did they just want to stand, had they been on a previous committee? Are they doing a good job?
11. Why did you vote for who you voted for? What were your main reasons?
12. What does the BMU Chair do? Is the Chair doing a good job? How do you know?
13. Do the committee members have the skills they need to do their work well?
14. Are the committee members paid anything for their work? If yes, who decided and when? What are they paid for and how much?
15. Do you think committee members should be paid? If yes, why, who, how much, who will pay, etc.?
16. Do any of the committee members have any connections with political parties or with politicians?
17. Do the committee members comply with fisheries laws and regulations (i.e. do they use legal gear and/or deal in proper size fish)? If not, why? Should they comply?
18. Does the BMU Committee have any sub-committees? If yes, who is on the sub-committees and what do you know about them?
19. How often is the BMU Committee supposed to meet? How often does it meet?
20. How often is the Assembly supposed to meet? How often does it meet? Is the meeting frequency about right?
21. Would it matter if BMU Assembly meetings are not held? Why?
22. Do people get enough notice that an Assembly meeting is going to be held?
23. What was discussed at the last Assembly meeting?
24. Can people speak freely at Assembly meetings? Do many people attend?
25. What is a BMU Assembly supposed to do?
26. Do you know what the BMU Committee discussed and agreed upon at the last meeting?
27. Do the members of the BMU Committee ask you about what the BMU should do before going to Committee meetings?
28. Do the members of the BMU Committee tell you what was discussed at the Committee meetings?
29. Have any members of the BMU Committee been disqualified or removed from the Committee?
30. If yes, how and why did it happen?
31. How are committee members supposed to be removed from office?
32. Have there been any vacant positions on the Committee? If yes, why and what happened?

BMU revenue and accounts

33. Who in the BMU is responsible for collecting revenue for the BMU? Ask about different types of revenue and who collects what.
34. How much revenue does the BMU collected from the fisheries each week/month?
35. Who decided what revenue (fees) BMUs can collect? When was it decided? Were you happy with the decision?
36. What happens with the revenue raised?
37. Who decides how the money is used?
38. Does the BMU Chair have any role in collecting revenue?
39. Do you know whether this BMU has a bank account? If yes, how much money is in the account?
40. Have you ever seen the accounts of the BMU? Bank statement, summary of accounts (i.e. how much revenue and how much expenditure), cash book, etc.

BMU Activities

41. Have you been involved in any BMU activities? Making a plan, patrolling, attending Assembly meetings, etc?
42. If the BMU has a work plan or management plan, do you know what's in it?
43. Does the BMU face any problems in carrying out its activities/duties?
44. Is the BMU making any difference to your life?
45. Has the BMU made any difference to the development of the beach/community, e.g. in getting the road improved, latrines installed, a new school, etc?
46. Has anyone in this BMU received any training about what BMUs should be doing? If yes, who and what training did they receive?
47. Who gave them the training?
48. What did they tell other people about the training?
49. How many and which organizations do you give money to (e.g. BMU, SACCOS)? How much and why?

Government fisheries staff and other government/politicians

50. How often do you see fisheries department staff at this beach and what do they do when they come here?
51. What do people do when fisheries staff come here?
52. Are local government and politicians helpful to the BMU?
53. Have there been any conflict/problems in the BMU? Why did they come about, who was it between (within committee, between members, between Assembly and Committee, between BMUs, between BMU and govt/fisheries staff, etc.) and how were the conflicts addressed?
54. What is the relationship like between the local village and the BMU? Is the BMU involved in local planning? Any examples? Any problems?
55. Does anyone know anything about government development plans? (e.g. DDPs) If yes, how and what do they know about the plans? If no, why not?
56. Are there any traditional authorities here at the beach? If yes, who/what? What do they do and how do they influence, or link with, the BMU?

Law enforcement

57. Has the BMU had any impact on illegal fishing?
58. Has the BMU been doing patrols? What does the BMU with gears seized or with the offenders?
59. If they pass them on to the police or to fisheries staff, what do they do with the gears and offenders?
60. What do the police and fisheries staff do when they seize gears and offenders on their own? How do you know this? Any examples?
61. Do the police and fisheries staff work with the BMU in enforcing laws? How? Give examples?

APPENDIX 3: TOPIC GUIDE FOR WOMEN FOCUS GROUP DISCUSSIONS

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY:

What is the purpose of this group discussion?

The governments of Kenya, Tanzania and Uganda have supported the formation, or reformation, of BMUs through the Lake Victoria Fisheries Organization, and want to know how well the BMUs are performing and whether ordinary people in the fishing communities are involved in BMUs and know what is happening. They also want to know how BMUs are working and getting on with government and others. The purpose of finding out this information is to hear from people what they think about BMUs, what is going on well and what needs changing, or where BMUs need more support. As the BMUs are still new, it is important that government and BMUs know what is happening on the ground and can make changes or provide support where necessary.

The results of the discussion are confidential. Names are not needed and the findings will not be reported as coming from this beach. The reporting and feedback will report on BMUs generally, unless you are happy for something to be reported about this BMU (e.g. if it has done something well).

Facilitator notes:

There are many questions listed. Some are similar. You may find that the answers are covered already to a question and don't need to ask it, but please ask for in-depth questions, especially when discussing examples, or things that happened. Please probe and remember that we are not looking for right answers (e.g. about how often a committee should meet) but to find out what people know.

BMU membership

1. Who is a member of this or another BMU? [Ask group to raise hands.]
2. For how long have people been members of a BMU?
3. How does someone become a member of a BMU? [Ask group to agree on process, though if there is disagreement, please record.]
4. Why join a BMU?
5. What were your expectations before the BMU was reformed about what BMUs should do?
6. Have your expectations been realized or not? If yes, how? If no, how and why not?
7. Is this BMU doing any of those things? Is there anything else your BMU should be doing?

8. Does anyone of authority, e.g. teachers, MPs, councilors, etc., have boats at the landing site and are they registered members of the BMU? Does it make any difference to the BMU having these people as members? Are they actively involved in the BMU?

BMU Committee

9. How was the BMU Committee formed?
10. How were the women selected for the committee? Did they just want to stand, had they been on a previous committee? Are they doing a good job?
11. Why did you vote for who you voted for? What were your main reasons?
12. What does the BMU Chair do? Is the Chair doing a good job? How do you know?
13. Do the committee members have the skills they need to do their work well?
14. Are the committee members paid anything for their work? If yes, who decided and when? What are they paid for and how much?
15. Do you think committee members should be paid? If yes, why, who, how much, who will pay, etc.?
16. Do any of the committee members have any connections with political parties or with politicians?
17. Do the committee members comply with fisheries laws and regulations (i.e. do they use legal gear and/or deal in proper size fish)? If not, why? Should they comply?
18. Does the BMU Committee have any sub-committees? If yes, who is on the sub-committees and what do you know about them?
19. How often is the BMU Committee supposed to meet? How often does it meet?
20. How often is the Assembly supposed to meet? How often does it meet? Is the meeting frequency about right?
21. Would it matter if BMU Assembly meetings are not held? Why?
22. Do people get enough notice that an Assembly meeting is going to be held?
23. What was discussed at the last Assembly meeting?
24. Can people speak freely at Assembly meetings? Do many people attend?
25. What is a BMU Assembly supposed to do?
26. Do you know what the BMU Committee discussed and agreed upon at the last meeting?
27. Do the members of the BMU Committee ask you about what the BMU should do before going to Committee meetings?
28. Do the members of the BMU Committee tell you what was discussed at the Committee meetings?
29. Have any members of the BMU Committee been disqualified or removed from the Committee?
30. If yes, how and why did it happen?
31. How are committee members supposed to be removed from office?
32. Have there been any vacant positions on the Committee? If yes, why and what happened?

BMU revenue and accounts

33. Who in the BMU is responsible for collecting revenue for the BMU? Ask about different types of revenue and who collects what.
34. How much revenue does the BMU collected from the fisheries each week/month?
35. Who decided what revenue (fees) BMUs can collect? When was it decided? Were you happy with the decision?
36. What happens with the revenue raised?
37. Who decides how the money is used?
38. Does the BMU Chair have any role in collecting revenue?
39. Do you know whether this BMU has a bank account? If yes, how much money is in the account?
40. Have you ever seen the accounts of the BMU? Bank statement, summary of accounts (i.e. how much revenue and how much expenditure), cash book, etc.

BMU Activities

41. Have you been involved in any BMU activities? Making a plan, patrolling, attending Assembly meetings, etc?
42. If the BMU has a work plan or management plan, do you know what's in it?
43. Does the BMU face any problems in carrying out its activities/duties?
44. Is the BMU making any difference to your life?
45. Has the BMU made any difference to the development of the beach/community, e.g. in getting the road improved, latrines installed, a new school, etc?
46. Has anyone in this BMU received any training about what BMUs should be doing? If yes, who and what training did they receive?
47. Who gave them the training?
48. What did they tell other people about the training?
49. How many and which organizations do you give money to (e.g. BMU, SACCOS)? How much and why?

Government fisheries staff and other government/politicians

50. How often do you see fisheries department staff at this beach and what do they do when they come here?
51. What do people do when fisheries staff come here?
52. Are local government and politicians helpful to the BMU?
53. Have there been any conflict/problems in the BMU? Why did they come about, who was it between (within committee, between members, between Assembly and Committee, between BMUs, between BMU and govt/fisheries staff, etc.) and how were the conflicts addressed?
54. What is the relationship like between the local village and the BMU? Is the BMU involved in local planning? Any examples? Any problems?
55. Does anyone know anything about government development plans? (e.g. DDPs) If yes, how and what do they know about the plans? If no, why not?
56. Are there any traditional authorities here at the beach? If yes, who/what? What do they do and how do they influence, or link with, the BMU?

Law enforcement

57. Has the BMU had any impact on illegal fishing?
58. Has the BMU been doing patrols? What does the BMU with gears seized or with the offenders?
59. If they pass them on to the police or to fisheries staff, what do they do with the gears and offenders?
60. What do the police and fisheries staff do when they seize gears and offenders on their own? How do you know this? Any examples?
61. Do the police and fisheries staff work with the BMU in enforcing laws? How? Give examples?

APPENDIX 4: SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE: BMU CHAIRMEN

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY

Name of landing site …… Name of BMU……

Number of LS in BMU ..... Names of other landing sites in BMU

……

Name of interviewer …… Date ……

SECTION 1 BACKGROUND INFORMATION

1. What is your main occupation?

   Boat owner = 1
   Boat crew = 2
   Fish trader = 3
   Fish processor = 4
   Other category = 5

2. Sex of respondent

   Male = 1
   Female = 2

3. For how many years have you worked in fisheries? [ ]

4. What is your age? [ ]

5. What level of education did you reach?

   No education = 1
   Incomplete primary = 2
   Complete primary = 3
   Incomplete secondary = 4
   Completed Secondary = 5

Higher education = 6

6. Have you ever held a position on a committee/council before?

Yes = 1
No = 2

7. If yes, what kind of committee? Circle all that apply.

BMU Committee = 1
Local council = 2
Cooperative Society = 3
Other (give name) = 4 .....

8. Were you a member of the previous BMU/landing site Committee at this site?

Yes = 1
No = 2

SECTION 2 THE CO-MANAGEMENT APPROACH

9. The management approach for fisheries of Lake Victoria is now co-management. What do you understand by the term 'co-management'?

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10. Do you think co-management is happening (i.e. BMUs working with government and other stakeholders) and is it working well?

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11. If co-management could be improved, how?

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SECTION 3 BMU CHAIR

12. What were your expectations of being Chair and of what a BMU would do before you came to office?

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13. Is the work of the BMU Chair what you thought it would be, or is it different? Describe.

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14. Describe any constraints on your role as Chair of the BMU.

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15. Would you stand for Chair again? Explain the reason for your answer.

Yes = 1
No = 2

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SECTION 4 BMU OPERATION

16. How many times has the BMU Committee met in the last three months? ☐

17. How many times has the BMU Assembly met in the last three months? ☐

18. What was discussed at the last BMU Assembly meeting?

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19. How many members of the BMU attended the meeting? ☐

20. How many ordinary members of the BMU spoke at the meeting? ☐

21. How do you get ideas/views from ordinary members of the BMU?

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22. If this BMU has more than one landing site, are members from all sites involved in BMU activities? If yes, how? If no, why not?

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23. Does this BMU have a workplan/management plan?

Yes = 1
No = 2

24. How was the plan(s) made? Describe the process.

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25. Describe any changes in the membership of the BMU Committee due to disqualification, resignation, migration, etc.

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SECTION 4 BMU ACTIVITIES

26. What does the BMU do?

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27. What would the BMU like to do, but can't?

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28. Is the BMU constrained in any way? Please describe.

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29. What does the BMU not do that it should?

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30. What external support has the BMU been able to attract?

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31. How do ordinary members benefit from the work of the BMU?

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32. Has the BMU been able to resolve any conflicts? Examples of conflicts. How?

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SECTION 5 RELATIONSHIP BETWEEN BMU AND FISHERIES DEPARTMENT

33. Is there a government fisheries inspector, assistant or officer based at this landing site?

Yes = 1
No = 2

34. If there is no officer based at the landing site, how many times a month do fisheries department staff members visit here? [ ]

35. What do government fisheries officers come to the landing site to do?

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36. Do fisheries staff do anything different now to what they did before BMUs were formed/reformed (since 2005/6)?

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37. What do fisheries staff do when they see illegal gears or immature fish at the landing site?

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38. Do fisheries staff request/demand any money or fish from the BMU? If yes, why and do you give them any money or fish?

Yes = 1
No = 2

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39. Have you or another member of the BMU Committee participated in government planning for fisheries or for this landing site? If yes, please give details.

Yes = 1
No = 2

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40. What should the role of fisheries staff be in fisheries management?

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41. What information do fisheries staff give you on fisheries management?

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42. Do you receive any information from researchers?

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43. What kind of information would the BMU like to receive from government and/or from researchers?

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SECTION 6: INTERACTIONS WITH OTHER AUTHORITIES

44. How does the BMU interact with government (LC1/Sub-County, VEO, Sub-Chief)? Discuss on what issues the BMU interacts with government.

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45. Uganda only: Are there any problems with getting the 25% revenue back from the FMP from the Sub-County? If yes, what are the problems? If no, how is it sorted out so easily?

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46. Have there been any problems between the BMU and the local administration? If yes, what were they and how were they addressed?

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47. Are there traditional authorities present at this beach?

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48. Is any customary law practiced at the beach? If yes, what is it?

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49. Have there been any problems between the BMU and traditional authorities? If yes, what were they and how were they addressed?

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50. Has the BMU interacted with any politicians? If yes, how and why?

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51. Does the BMU get enough support from government? If yes, how? If no, what kind of support is needed?

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Ask to see the following:
Minutes of BMU Committee meetings, minutes of BMU Assembly meetings and financial record books

APPENDIX 5: SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE: BMU COMMITTEE MEMBERS

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY

Name of landing site ..... Name of BMU.....

Name of interviewer ..... Date .....

SECTION 1 BACKGROUND INFORMATION

52. Position on the BMU Committee

Secretary	= 1
Treasurer	= 2
Defence secretary	= 3
Store keeper	= 4
Other position (specify)	= 5
Member	= 6

53. What is your main occupation?

Boat owner	= 1
Boat crew	= 2
Fish trader	= 3
Fish processor = 4	
Other category	= 5

54. Sex of respondent

Male	= 1
Female = 2	

55. For how many years have you worked in fisheries? ☐

56. What is your age? ☐

57. What level of education did you reach?

No education = 1
Incomplete primary = 2
Complete primary = 3
Incomplete secondary = 4
Completed Secondary = 5
Higher education = 6

58. Have you ever held a position on a committee/council before?

Yes = 1
No = 2

59. If yes, what kind of committee? Circle all that apply.

BMU Committee = 1
Local council = 2
Cooperative Society = 3
Other (give name) = 4……..

60. Were you a member of the previous BMU/landing site Committee?

Yes = 1
No = 2

61. Why did you stand for election to the Committee?

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……

62. Is the work of the BMU Committee what you thought it would be, or different? Explain.

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……

SECTION 2 BMU OPERATION

63. What was discussed at the last BMU Committee meeting?

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64. What was discussed at the last BMU Assembly meeting?

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65. How do you get ideas/views from ordinary members of the BMU?

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66. Do you think the stakeholder group you represent are benefitting from the BMU? Give reasons for your answer.

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67. Who is responsible for collecting BMU revenue?

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68. Who looks after the money?

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69. Which financial records are brought to Committee and Assembly meetings? Describe whether these reports provide adequate information.

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70. What does the Chair of this BMU do?

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71. Describe whether the Chair is carrying out their duties as required.

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72. Would you stand for election again? Give the reason for your answer.

Yes = 1
No = 2

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73. Any other information or comments on the BMU and/or fisheries department?

APPENDIX 6: SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE: DISTRICT FISHERIES OFFICERS

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY
SEMI-STRUCTURED INTERVIEW

Name of district……Name of interviewer……

Date ……

SECTION 1 BACKGROUND INFORMATION

1. For how many years have you served as the DFO of this District? ☐

2. For how many years have you worked in fisheries? ☐

SECTION 2 THE ROLE OF FISHERIES DEPARTMENT STAFF IN CO-MANAGEMENT

3. The management approach for fisheries of Lake Victoria is now co-management. What do you understand by the term 'co-management'?

   ……

   ……

   ……

4. Do you think co-management is happening (i.e. BMUs working with government and other stakeholders) and is it working well?

   ……

   ……

   ……

5. How could co-management be improved?

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6. What were your expectations of co-management?

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7. Have these expectations been realized? If yes, how? If no, why not?

.....

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8. Has the role of the fisheries staff changed since BMUs were reformed?

Yes = 1
No = 2

9. If yes, how has the role of fisheries staff changed since the BMUs were reformed?

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.....

10. If no, why has the role not changed?

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.....

.....

11. How often do you visit BMUs? How many BMUs do you visit in a month out of the total number of BMUs in a district?

    .....

    .....

12. How often are the BMUs visited by other fisheries staff, on average?

    .....

    .....

13. Do you have copies of BMU plans for this District?

    Yes = 1
    No = 2

14. If yes, what have you done with those plans?

    .....

    .....

    .....

15. How much do other district-level government officers know about BMUs? Please give examples of which officers know about BMUs and what they have done.

    .....

    .....

    .....

16. Do the senior management and politicians know about co-management (including BMUs)? What do they know and how do they support co-management?

    .....

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    .....

17. How does the national Fisheries Department support field fisheries staff in carrying out your role in co-management?

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    .....

18. How does the Fisheries Department include field fisheries staff in national fisheries policy-making, review and planning?

    .....

    .....

    .....

SECTION 3 PERFORMANCE OF BMUS

19. How do you think the BMUs in this district are doing in fisheries management? Give examples of good and bad practice.

    .....

    .....

    .....

20. What do you think makes a good BMU?

    .....

.....

.....

21. What more could the BMUs do?

.....

.....

.....

22. How much revenue comes from BMUs to the District/Government?

.....

.....

.....

23. What are those sources of revenue?

.....

.....

.....

24. How much goes back to the BMUs/fisheries?

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.....

25. Have the BMUs been involved in planning for the fisheries sector at local level? If yes, how? If not, why?

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APPENDIX 7: SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE: LOCAL FISHERIES DEPARTMENT STAFF

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY
SEMI-STRUCTURED INTERVIEW

Level of fisheries officer/assistant: .....

Name of district .....Name of interviewer.....

Date .....

SECTION 1 BACKGROUND INFORMATION

26. For how many years have you served in your current position? ☐

27. For how many years have you worked in fisheries? ☐

SECTION 2 THE ROLE OF FISHERIES DEPARTMENT STAFF IN CO-MANAGEMENT

28. The management approach for fisheries of Lake Victoria is now co-management. What do you understand by the term 'co-management'?

    .....

    .....

    .....

29. Do you think co-management is happening (i.e. BMUs working with government and other stakeholders) and is it working well?

    .....

    .....

.....

30. How could co-management be improved?

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31. What were your expectations of co-management?

.....

.....

.....

32. Have these expectations been realized? If yes, how? If no, why not?

.....

.....

.....

33. Has the role of the fisheries staff changed since BMUs were reformed?

Yes = 1
No = 2

34. If yes, how has the role of fisheries staff changed since the BMUs were reformed?

.....

.....

.....

35. If no, why has the role not changed?

.....

.....

……

36. How often do you visit BMUs? How many BMUs do you visit in a month out of the total number of BMUs in your area?

……

……

37. How often are the BMUs visited by the District Fisheries Officer, on average?

……

……

38. Do you have copies of the plans of BMUs in your area?

Yes = 1
No = 2

39. If yes, what have you done with those plans?

……

……

……

40. How much do other government officers in your administrative area know about BMUs? Please give examples of which officers know about BMUs and what they have done.

……

……

……

41. Do the local authorities and politicians know about co-management (including BMUs)? What do they know and how do they support co-management?

……

.....

.....

42. How does the national Fisheries Department support field fisheries staff in carrying out your role in co-management?

.....

.....

.....

43. How does the Fisheries Department include field fisheries staff in national fisheries policy-making, review and planning?

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.....

SECTION 3 PERFORMANCE OF BMUS

44. How do you think the BMUs in your area are doing in fisheries management? Give examples of good and bad practice.

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.....

45. What do you think makes a good BMU?

.....

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.....

46. What more could the BMUs do?

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.....

47. Have the BMUs been involved in planning for the fisheries sector at local level? If yes, how? If not, why?

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APPENDIX 8: SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE:

District Executive Director/Chief Administrative Officer/County Clerk or District Commissioner

LAKE VICTORIA FISHERIES ORGANIZATION
IMPLEMENTATION OF A FISHERIES MANAGEMENT PLAN

GOVERNANCE IN CO-MANAGEMENT STUDY
SEMI-STRUCTURED INTERVIEW

Name of district .....

Name of interviewer ..... Date .....

SECTION 1 BACKGROUND INFORMATION

48. For how many years have you served in this position in this district?

49. Which district were you stationed in previously?

.....

SECTION 2 FISHERIES CO-MANAGEMENT

50. The management approach for fisheries of Lake Victoria is now co-management. When and where did you first hear of the concept of 'fisheries co-management'?

.....

.....

.....

51. What do you understand by the term 'co-management'?

.....

.....

.....

52. Do you think co-management is happening (i.e. BMUs working with government and other stakeholders) and is it working well?

    .....

    .....

    .....

53. If co-management could be improved, what should be done to improve co-management?

    .....

    .....

    .....

54. Has the role of the fisheries staff in this district changed since BMUs were reformed?

    Yes = 1
    No = 2

55. If yes, how has the role of fisheries staff changed since the BMUs were reformed?

    .....

    .....

    .....

SECTION 2 FISHERIES

56. Is the fisheries sector important for this district? If yes, how? If no, why not?

    .....

    .....

    .....

SECTION 3 PERFORMANCE OF BMUS

57. How do you think the BMUs in this district are doing in fisheries management? Give examples of good and bad practice.

    .....

    .....

    .....

58. What more could the BMUs do?

    .....

    .....

    .....

59. How much revenue comes from BMUs to the District/Government?

    .....

    .....

    .....

60. What are those sources of revenue?

    .....

    .....

    .....

61. How much goes back to the BMUs/fisheries? For what? If none, why not?

    .....

    .....

    .....

62. Have the BMUs been involved in planning for the fisheries sector at local level? If yes, how? If not, why?