



TUNADO ANNUAL REPORT

2013



The Uganda National Apiculture Development Organisation (TUNADO)



**The Uganda National Apiculture
Development Organization - (TUNADO)**

2013

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Abbreviations

AA	Apitrade Africa
AGM	Annual General Meeting
ATAAS	Agricultural Technology and Agribusiness Advisory Service
BOD	Board of Directors
FAO	Food Agricultural Organization
JICAHWA	Jie Community Animal Health Workers Association
KABECOS	Kamwenge Beekeepers Cooperative and Savings
LIDEFO	Liberty Development Foundation
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MOU	Memorandum of Understanding
NAADS	National Agriculture Advisory Services
NAP	National Apiculture Policy
NARO	National Agriculture Research Organization
NRMP	National Residue Monitoring Plan
NUCAFE	National Union of Coffee Agro-Business Enterprises
PSFU	Private Sector Foundation
SCU	Swiss Contact Uganda
TUNADO	The Uganda National Apiculture Development Organisation
UBC	Uganda Broadcasting Corporation
UHTP	Uganda Honey Trade Project
UMA	Uganda Manufactures Association
UNFFE	Uganda National Farmers Federation
URA	Uganda Revenue Authority

Chairman's message

Fellow Members of the TUNADO Board, Management, Members of TUNADO, Ladies and Gentlemen

On behalf of the Board of The Uganda National Apiculture Development Organisation (TUNADO) and my own behalf, I once again thank you most sincerely for the support you have given me and my colleagues on the Board and Management in the past year. We could not have achieved our objectives without your unwavering support and dedication. Your support and keen interest in the activities of TUNADO has been our source of strength and inspiration. Thank you to you all for your continued interest in the activities of TUNADO.

I warmly welcome the new members who have joined us over the last one year and assure them of our dedication to serve them to the best of our abilities. It is now my great pleasure to present TUNADO's Annual report for 2013 to you. The report highlights TUNADO's achievements, challenges of 2013 and key planned activities for the year 2014.

TUNADO is committed to making a significant contribution to development, using Multi-stakeholders' platforms, participatory development methodologies and playing coordination role for directional and strategic apiculture sector development. This involves working with primary apiculture value chain actors (the beekeepers, processors/packers and equipment manufacturers) and all other stakeholders (private sector, CSOs, Government etc) to ensure that they get the expected desired results. Various projects and programs have been designed, funded and implemented in 2013 and more will be funded in the next years to come. TUNADO will therefore continue to strengthen its interventions for the benefit of her primary target apiculture sector actors.

I am confident and I trust that TUNADO BoD and management team will continue to seek for more resources and energies to invest in propelling innovative businesses and programs that will promote beekeepers' engagement in their development agendas to ensure better quality life for all. TUNADO'S projects initiated in FY 2013, including those funded in previous years, have continued to lay a firm foundation that act as a springboard for it to carry on with its development drive of providing a national platform for stakeholders to promote and develop economically viable and environmentally sustainable apiculture industry in Uganda to alleviate poverty, create jobs in rural areas and increase the grassroots poor's household incomes in the years to come.

We look forward to the upcoming year with greater expectation, given the accumulated experience where TUNADO has learnt from its mistakes and increased her ability to improve on what it has been doing well and look out for new opportunities, ensuring a better performance.



Jurua Mc Peace Jackson
Chairman BOD TUNADO

I.0 Overview of the Institution

1.1 Organisational purpose

The Uganda National Apiculture Development Organisation (TUNADO) is the apex body recognised by government of Uganda and mandated by members and stakeholders to coordinate all value chain actors in the apiculture industry. TUNADO is a membership body that unites producers (beekeepers), processors, packers, service providers (trainers, researches, marketers, equipment manufactures etc) and all other stakeholders towards apiculture development in Uganda. TUNADO was formed after realising that apiculture sector was disorganised and yet with the potential to contribute significantly to rural household income, poverty reduction and national economic development as well as environmental conservation. In October 2002, the Office of the Prime Minister mobilized all stakeholders for a consultative meeting in which a steering committee was elected and given the mandate to oversee the process of establishing a private sector led umbrella organization for all apiculture stakeholders' country wide. In April 2003, the umbrella body, The Uganda National Apiculture Development Organization (TUNADO) was established and mandated by MAAIF, to coordinate and facilitate the activities of all apiculture stakeholders.

1.1 Vision

Being a vibrant membership based apex body coordinating apiculture industry in Uganda for sustainable national development.

1.1 Mandate

Being a national apex body that coordinates initiatives of stakeholders in the apiculture industry.

TUNADO Philosophy

We believe in promoting apiculture as a business enterprise.

1.1 Mission

To provide a national platform for stakeholders to promote and develop economically viable and environmentally sustainable apiculture industry in Uganda.

1.1 Core values

- Accountability
- Good Governance
- Innovativeness and Voluntarism
- Non discriminatory

1.1 Goal

Membership representation, advocacy, lobby and apiculture promotion.

1.11.2 Strategic objectives and programme areas

1.2.1 Policy engagement and advocacy

Strengthening apiculture stakeholders' engagement in policy processes where collective action is desirable and adds value. TUNADO will create regular fora and platforms for apiculture value chain actors to stimulate collective reflection, renewal, strategising and action on crosscutting socio-economic and political issues of interest to them and relevant to Uganda's governance and

development.

1.2.2 Membership servicing

Providing general and tailor-made information/knowledge and support services to subscribers, relevant to their work and programming.

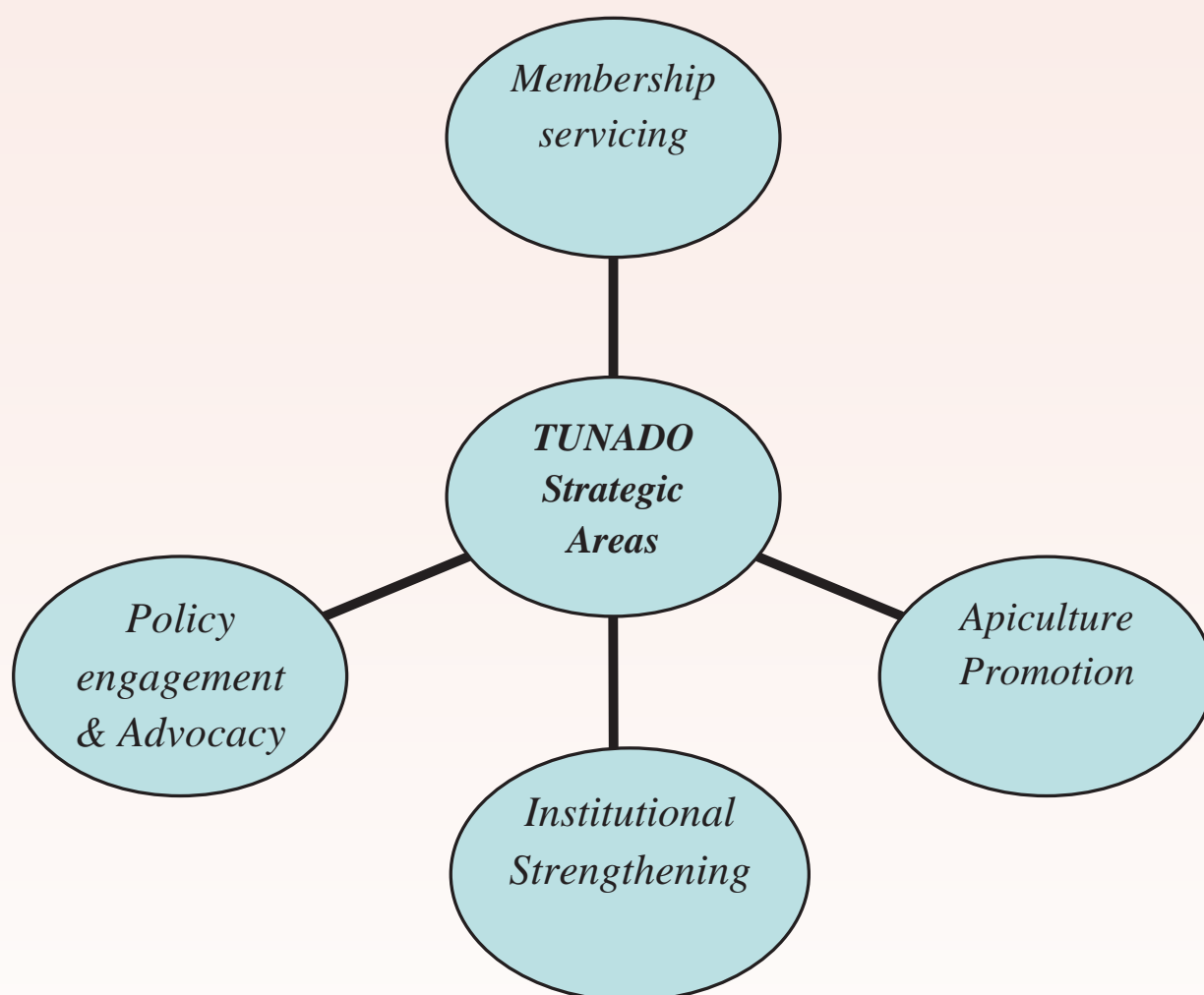
1.2.3 High level apiculture promotion

Organise and participate in Local, National, regional and international honey show related events.

1.2.4 Institutional Strengthening: Governance, Strategy Implementation and M&E

Effective governance of the organisation ensures that policies, values and systems one working for TUNADO to manage and shape its affairs with transparency, accountability and responsible decision making at strategic, management and programme levels.

TUNADO Core Areas



2.0 Key TUNADO contributions to the Apiculture Sector in 2013

2.1 Policy engagement and advocacy

In order to carry out policy engagement and advocacy TUNADO organized several MSP workshops and engagement meetings with various government departments and officials. During 2013 TUNADO engaged with PSFU and URA to discuss issues on tax especially regarding importation of packaging material and import duty. Negotiations are still ongoing to ensure free tax on all imported inputs in honey value chain. TUNADO gave input in the post-budget launch organised by PSFU and issues on taxation were addressed to the minister. TUNADO further through the BOD has engaged in deliberations on issues regarding the agricultural policy and this was passed by parliament in December 2013. A memo was drafted and presented to MAAIF regarding sector issues and especially the national apiculture policy and National Residue Monitoring Plan (NRMP). The NRMP was implemented for 2009, 2010, 2011 and 2012. TUNADO continues to mount pressure on Government to ensure continuous implementation of NRMP for 2014 and years to come. On the issue of the National Apiculture Policy (NAP), TUNADO's efforts were complimented with Apitrade Africa to engage MAAIF with both national consultative and validation workshops on (14/11/2013 and 26/11/2013) and the result was a revised draft national apiculture policy. TUNADO appreciates SCUG, BfD and all the stakeholders for the financial support. To date there is understanding of the process of policy development and policy document. However, the policy document lacks Strategic Plan to back it up with associated implementation cost and framework that defines terms of public-private partnerships. These are key policy priority areas for 2014 and TUNADO will continue to work with API trade Africa and MSP members to come up with strategies on how to achieve this.

TUNADO with support from partners organized the Mid-Year Multi-Stakeholder Platform (MSP) workshop on 31/07/13. The workshop was attended by 40 participants including members, development partners, government and media. The workshop reviewed activities and strategies that were set to be implemented in 2013 and the sector was well on track. Emerging issues of MSP were;

- How to develop honey sector in Karamoja given the fact that the area is said to have potential. TUNADO and MAAIF responded by building capacity of beekeepers in Karamoja region through JICAHWA with financial support from OXFAM. JICAHWA is capacitated to train, buy and process honey from its beekeepers in Karamoja.
- Engaging private sector to design a honey specific jar so as to avoid high tax imposed on imported honey jars by URA due to perceived multiple functions of such jars. As a result TUNADO has created engagement platform (through MSP, Honey Week) between Afro-plast (jar manufacturer) and processors to have this done. As a result Afroplast now produces security seals and well capping jars as compared to the past.
- It was also emphasized that deliberate effort is geared towards forage conservation. As such a publication in 6th issue of the Api-news letter was made on tree species suitable for bee forage. An engagement meeting with Environmental Alert was carried out and as a result EA trained and distributed forage seedlings for beekeepers in West Nile (Moyo and Adjuman). The above was emphasized during the meeting with the FAO Director General (on 08/03/13) where apiculture can be integrated in FAO programme areas particularly Climate Change. To this effect a communication from Director General FAO indicated that beekeeping will be integrated in climate change programme area.

TUNADO has managed to lobby and provide relevant information to donors and Government on important sector areas and value chain points that require investment. TUNADO published an article in 8th issue of the Api-news letter that sector support should not only target beekeepers for inputs but also focus on technical capacity building and also include private sector that provide market for the hive products. TUNADO believes that a well structured hive products' market working for all motivates and drives increased production. TUNADO is grateful to all the development partners that have moved from only handout support to skills development and private sector support.

TUNADO has ably worked with different development partners in the year under review. These include Swiss Contact Uganda OXFAM, ZOA, SNV, Bees for Development, Environmental Alert, Self Help Africa and FAO, ACDI/VOCA – RWANU project, Trias, NARO and Makerere University. The aforementioned made it possible for development partners to extend budget support to TUNADO. TUNADO is hopefully that the created relationship and MoUs will continue beyond 2013.

During the year, TUNADO documented 5 publications on; *Market report on honey brands sold in Uganda*, Journal paper for Apimondia congress; *Revaluation of Beekeeping in Uganda*, *The 4th Honey Week Report 2013* and *The Mid Year MSP Workshop report 2013* that were shared with the public in both soft (Website, Email and Twitter) copy and printed hard copy. These have been a major input in various policy discussions to rate how the sector is developing and how its potential can be enhanced. However, the sector profile for 2013 was not done as Apitrade Africa is still transiting to TUNADO. TUNADO plans to engage on the work of the sector profile in 2014 and to see that this document is published to provide sector guide.

Bees are the major pollinators for coffee, and in order to integrate bees in other agriculture cropping systems. There was a meetings with NUCAFE on this idea and to date a project which integrates coffee and bees is ongoing in Eastern Uganda being implemented by Sulma foods, Star café (coffee processors supporting farmers) and the beekeeping communities. Chinese investors have approached MAAIF for a partnership to be formed on how sunflower and beekeeping can be integrated on a commercial basis to produce a sunflower honey brand. This project is in its initial stages of identifying partners and modes of partnership.

2.2 Member servicing

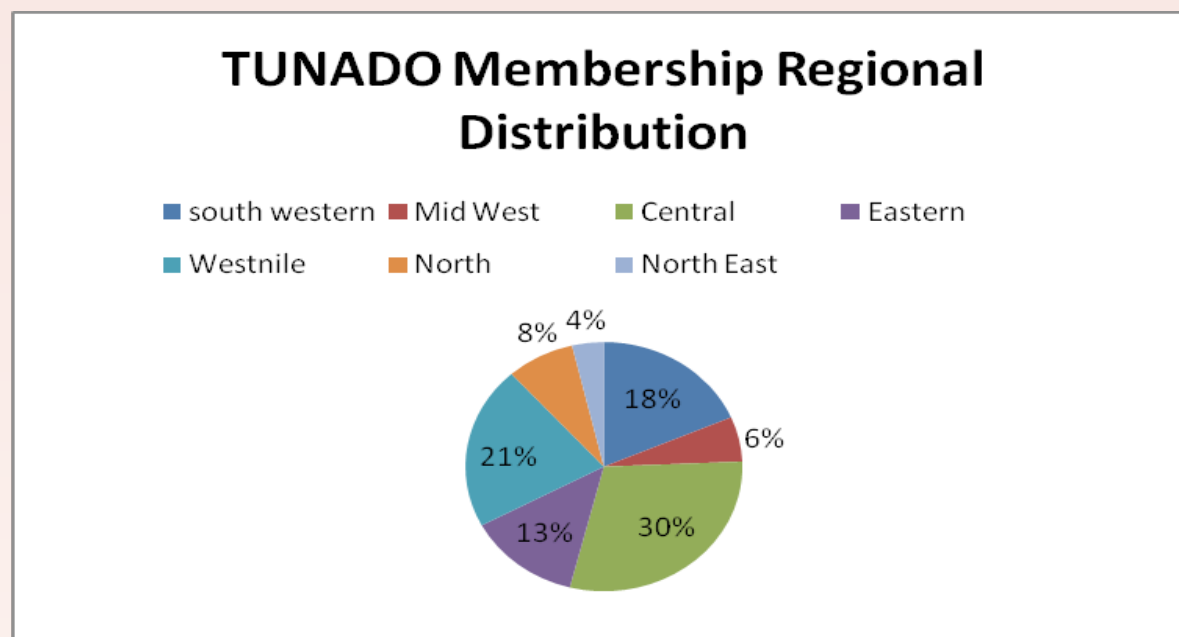
TUNADO is a membership organization for beekeepers, processors, trainers, academia and equipment manufacturers working in the apiculture sector. Regarding membership TUNADO developed the membership database for storage and easy retrieval of members' information. As a way of profiling and mapping of members, their data and information is continually collected and stored for use and reference whenever required. Related to the above for members who are fully subscribed were given certificates. TUNADO is happy that members are proud to be part of the beekeeping family and demonstrate this by displaying their membership certificates in their office premises.

TUNADO has continued to implement membership recruitment drive through awareness creation and provision of information to stakeholders on the membership benefit package. TUNADO provides regular information to various beekeeping groups/ organizations and responds to inquiries on how one can join TUNADO. One example being CNFA implementing a Feed The Future (FTF) project under USAID resulted in linking a beekeepers association in Kasese Liberty Development Foundation – LIDEFO to become a member of TUNADO. Many other members have been recruited in this manner and by the end of 2013 a total of 24 members were recruited. To date TUNADO's total membership is 189 (Table 1) members compared to 165 members in 2012.

Table 1: Membership categories

No	Member Categories	Number of members
1	Associations	62
2	Registered Groups	40
3	Individual membership	87
Total		189

Despite TUNADO not having grass-root offices, recruitment of members has been done country wide and the graph below shows distribution of membership across the different regions



TUNADO conducted a capacity building training for members to improve their skills in the apiculture business. During 2013 capacity building trainings for members on product development and branding was done with support from partners. A total of 5 members benefited from this and these were; *Nakasongola Beekeepers Association, Agaliawamu Buwana Beekeeping project, JICAHWA, Bee House Products, Jolly Bee Honey a brand of JSN Enterprises*. These members were able to improve their packaging as well as labeling to suit the market thus TUNADO has received feedback from members that their sales have increased.

Similarly members had their capacity built in quality assurance systems with support from Ministry of Trade Industries and Cooperatives and Uganda National Bureau of Standards. On 31/08/13 a total of 70 members were trained in honey standards certification. The training constituted benefits of certification and the procedures/process followed to get certified for either the S or Q marks. Guidelines were given to the processors and packers as well as application forms given to interested processors and packers to apply for the certification process. In addition to UNBS certification training, there was training by Quality Assurance and Management Consultants on helping business owners to produce excellent, clean and hygienic products. Processors were introduced to international standards like ISO 22000, how they can conform to these standards and get certification. However processors mentioned that undergoing such international standards is very expensive and not easily attainable. In order to support farmers and processors to maintain quality of honey and other hive products an additional training was conducted for 23 district entomologists in honey standards inspection. The honey inspectors are now in place and help to ensure that quality of honey is maintained and complies with the set standards.

Furthermore, capacity building trainings were conducted for the beekeeping groups in the different regions with support from development partners as highlighted; Members supported by Environmental Alert in the West Nile districts of Yumbe and Moyo were trained in post-harvest handling by TUNADO and Effective Skills Development Consults. As a result of the training the beekeepers are able to harvest good quality honey compared to that before the training.

Members recruited in the Karamoja region had orientation from TUNADO and MAAIF and were also trained in post honey harvest handling and value addition of other hive products. This training was supported by OXFAM under the Irish Aid project. Training was also done for the Kamwenge Board of Directors in governance and ICT by TUNADO and with support from Bees for Development Uganda Honey Trade (Project). There was also a training of beekeepers from the central region with support from Swiss Contact to assist beekeeping groups understand the advantages of exhibiting and how to get strategic networks from the exhibition and improve business.

TUNADO performed regional visits to members and during the visits TUNADO was able to interact with members and solicited their views for incorporation in work plan. In 2013 TUNADO managed to visit members in different districts and these were KABECOS in Kamwenge, Evas Mugabi in Kabale, Moyo Natural Bee Products and Moyo Bee Products were visited, JICHAWA in Kotido, Nakasongola Apiculture Center and Nakasongola Beekeepers Association in Nakasongola. Members visited in Luweero were Sulma farms and Agaliawamu Enterprises, in Nakaseke district Kyebisa Enterprises was visited and Nakaseke Beekeepers Association. In Kampala visits were made to Bugaari Winery and Bee House Products.

To improve training and extension services TUNADO was able to coordinate the process of simplifying & translating national beekeepers' & extension manual (that MAAIF will translate into six major local languages). Simplification process of the national beekeepers training and extension manual was finalized and this was done in collaboration with MAAIF under the guidance of a consultant (Skills Initiative) with financial support from SCU and BfD-UHTP. Members of TUNADO were invited from various regions to participate in this exercise. To date the sector has the final draft of the apiculture training and extension manual which has three training levels; for beginners, progressive and commercial value chain actors.

TUNADO has continually exchanged information with members and this has been disseminated through different media such as; SMS, Email, Twitter, Website, Newspapers, TVs, Magazine and word of Mouth during office visits. In 2013, there were a total of 273 office visits registered and majority of these were TUNADO members coming to get information. Similarly through information exchange; TUNADO members participated at the National Agricultural show in Jinja which took place from the 8-12/07/13 and PSFU networking events. This gave an opportunity for networking as well as learning from other organisations in the agriculture sector.

2.3 High level apiculture promotion

Under this strategic objective TUNADO is involved in collecting and publishing information to all apiculture stakeholders. A total of three (3) api-news magazines were published in 2013. Articles in the api-news are written by members sharing their experiences for others to learn, documentation of best practices for replication. For each issue 1500 copies were printed and distributed. Therefore a total of 4500 hardcopy api-news magazines were distributed to members, stakeholders, and the general public. Distribution was done to people through TUNADO office visits, field visits, stakeholders' meetings and workshop. Soft Copies were distributed through email, uploaded on the website and twitter to over 1000 subscribers and website visitors. TUNADO continues to publish information through twitter and this has increased the promotion of apiculture in Uganda to the outside world. By the end of Last year TUNADO had 64 twitter followers, following 119 and had 80 tweets. Regarding

the interactive TUNADO website, there were 1116 visitors to the website with an average of 93 visits per month with a visiting duration of 00:03:38 minutes per visit in 2013 and these are distributed across the different countries in the world.

Apart from the in-house materials, TUNADO was able to contribute to other magazines and media as a way of promoting the sector. TUNADO advertised with the Africa Honey magazine about the 4th Honey week Event as well as sharing members' experiences regarding their honey week participation. The 2013 was also unique in terms of national level advertising and media presence, this is evidenced by; the radio talk shows which were conducted in Nakasongola on UBC radio and TUNADO was represented by the Director Central Mr. Charles Kanyike. There were also various articles published with print media ranging from the difference between authentic honey and fake honey to training in earning from beekeeping and extension services in the apiculture sector. Below are the links to some of the articles that were shared and published daily monitor;

<http://www.monitor.co.ug/Magazines/Farming/National-policy-on-beekeeping-in-offing/-/689860/2097514/-/6hfka3/-/index.html>

<http://www.monitor.co.ug/Magazines/Farming/District-focal-persons-trained-in-quality-control-of-honey/-/689860/2070798/-/bovj67/-/index.html>

<http://www.monitor.co.ug/Magazines/Farming/Honey-sector-growing-despite-challenges/-/689860/1996712/-/3dlednz/-/index.html>

<http://www.monitor.co.ug/Business/Commodities/Certify-honey-products-for-global-markets---UNBS/-/688610/1979920/-/k7cfl4z/-/index.html>

<http://www.monitor.co.ug/Business/Prosper/Making-a-kill-from-bee-keeping/-/688616/1969250/-/c7emilz/-/index.html>

<http://www.monitor.co.ug/Business/Commodities/Limited-data-on-honey-production-disappoint-investors/-/688610/1964470/-/igqwew/-/index.html>

<http://www.monitor.co.ug/Business/Prosper/Ogaba-quit-teaching-for-bee-keeping/-/688616/1915904/-/bi1c9b/-/index.html>

<http://www.monitor.co.ug/Business/Prosper/Fake-honey-killing-Uganda-s-market/-/688616/1901234/-/76hwc8z/-/index.html>

TUNADO further participated in different foras and workshops where apiculture was promoted in 2013. Workshops and meeting attended included agricultural financing workshops where suggestions on how to finance beekeeping were given. TUNADO also participated in the launch of the business regulations feedback web portal that was organized by PSFU. As a result of participation in various workshops, TUNADO was able to collect the information for resource unit which members come and read when they visit office. The materials available include; *Finance year book*, *Business directory*, *Bees for Development journals*, *Africa Honey Magazine*, *Honey business building partnerships by SMP and FAO magazines*.

TUNADO organized a successful 4th Honey Week Event under the theme “*Beekeeping a means for youth and women employment*” the three day exhibition climaxed the Honey week at Forest Mall Lugogo from 29th - 31st August 2013. A total of 85 exhibitors participated and attracted over 10,000 patrons. The event activities were presided over by different officials; the press conference on 26/08/13 was presided over by Dr. Nicholas Kauta – Director Animal Resources -MAAIF. The opening (29/08/13) of the three day exhibition was officiated by Hon Bright Rwamirama, State Minister for Animal Industry. The opening ceremony was also graced by Country Manager Swiss Conatct Uganda Ms Tania Haidara. The closing ceremony 31/08/13 was graced by various officials and these were Hon Dr. James S Mutende – Minister of State for Industry and Technology the Guest of Honour, the FAO Country Representative – Alhaji M Jallow, Commissioner Industry and Technology Joshua Mutambi and Principal Entomologist MAAIF – Alice Kangave. Processors and beekeepers were able to showcase their products and interact directly with customers

and shoppers. In the same way seven TUNADO members participated at the Apimondia Congress in Ukraine 29th September – 4th October 2013. The Honey Processing Enterprises who officially represented Uganda at the Apimondia 2013 were: Golden Bees Ltd. (Mr. Brian Mugisha), Gate's Honey (Mrs. Christine Ogwang), JLLIMA Holdings (U) Ltd. (Mrs. Margret Ogaba Rose Adar), KABECOS (Mr. George Tunanukye), Bee Village (U) Ltd. (Mr. Albino Etum) and ApiProdex (U) Ltd. (Ms. Margaret Ndekera). The Ugandan Participants went as one team: to represent, showcase and market Ugandan hive product plus Networking. The team was provided with platform through MSP to show their experience with members.

TUNADO also supported marketing of honey and other api-products and inputs through promotion of e-marketing. These were done via emailing and twitter by advertising products available by members, market requirements as well as different buyer who posted the requests. Over 10 inquiries were made for beeswax last year from countries like China, South Korea, and France but not fulfilled because of failure to meet the quantities required.

TUNADO continues to promote honey usage in various enterprises and did commission a research on the market analysis of local *Nturire* in Kabale. The research looks at the profitability of *Nturire* (derived as a result of using honey as the major raw material compared to other local beverages that do not use honey as well as quantifying the amount of honey used in this industry). The results of the research will assist in promoting the use of honey in this industry in a more coordinated and harmonized way with the profitability of honey known in this industry.

2.4 Institution strengthening (TUNADO organizational capacity built)

Institution strengthening as a strategic area focuses on building the capacity of TUNADO. The year 2013 had capacity building training activities for members, BOD and staff. Generally the trainings looked at governance for members, resource mobilization and budget monitoring for the BOD and grant/project management for the secretariat.

TUNADO organized the Annual General Meeting (AGM) in March 2013 and was attended by 50 members who were fully paid up at that time. The members reviewed the Audited Financial Statements of 2012, discussed and also passed the budget and work plan for 2013. The AGM Members were also able to select auditors Byabakama, Kwemala and Associates as Auditors for 2013. One of the key resolutions made by the AGM was for the directors to encourage members in their constituencies to pay their subscriptions on time.

Three (3) BOD meetings were organized in 2013 on 18/03/13, 18/07/13 and 22/11/13 and some of the key BOD resolutions during the year were for TUNADO to participate in the UMA, Independence Show and Agriculture Trade Show, TUNADO to invite the Comic Grant Manager through BfD Project Manager to visit Uganda and recognize the effort of BfD in particular the UHTP Project Manager. The Board was challenged on how to increase resources and have Board regional rotation visits. There was also a suggestion to share Quarterly SMS about TUNADO activities, repackage the membership benefits for the members and more staff recruitment. The BOD also resolved TUNADO to maintain its membership with UNFFE, PSFU, AA, and Apimondia.

TUNADO developed a memorandum to government demanding apiculture inclusion in ATAAS or non ATAAS and this was shared with stakeholders during a breakfast meeting. Comments and suggestions were made to the memo and presented to MAAIF for follow up. At the same time TUNADO has been able to organize, conduct and participate in partnership meetings with organizations such as; FAO, USSIA, PSFU, Chimpanzee Sanctuary, Ministry of Finance, URA, NARO, NAADS, Swiss Contact, SNV, Apitrade Africa, Trias, ACDI/VOCA, ZOA and OXFAM. These partnership meetings covered sector related issues ranging from policy, research, financing and technologies.

To improve membership services, TUNADO hired a consultant and developed a retrievable membership data base which is fully operational. Staff trained in usage and management of the database. The database is periodically updated with member and partner information.

In order to become financially sustainable, TUNADO has managed to carry out various activities and these included preparing the honey week event, applying for consultancies with members and writing fundable proposals. In the past year TUNADO had 5 successful proposals/ MOUs funded. Still in 2013 a proposal to work with Trias was approved for a 3 year funding starting in 2014 and the Executive Director of TUNADO participated in an Inception Workshop that was organized for Partners in Brussels in November 2013. Similarly last year, a concept on collaborative research with Makerere University and NARO was approved and proposal development is underway and the research will be commissioned in 2014. In appreciation of TUNADO's institutional strength TUNADO Chairperson was selected by UNFFE to represent the Farmers in the International Congress of (The International Year of Family Farming) which was held on the 29th November 2013 in Brussels Belgium.

All the achievements above have been made with financial and technical support from members, various partners. Among them are Government departments, research and academic institutions, foundations and development partners. TUNADO particularly commends the support from MAAIF, UNBS, FAO, Self Help Africa, Comic Relief – UHTP, Bees for Development-UK, Trias, SNV, Swiss Contact Uganda, ZOA, OXFAM, Environmental Alert, Apitrade Africa, Makerere University, NARO and NAADS.

3.0 Challenges and Opportunities

Challenges

Despite our current fiscal strength, ongoing stable funding remains a primary area of long-term concern. The challenge of securing and maintaining strong core funding, therefore, remains a priority.

TUNADO's visibility has greatly improved across the country and as such there is notable membership growth with differing expectations which the current lean secretariat may not ably serve. There is therefore an urgent need for TUNADO to recruit more staff to meet members' demand and respond to their needs to realize their membership to apex body. TUNADO as a growing institution has not acquired all required office movable equipment (such as vehicle, photocopier projector, scanner, etc) for a fully fledged national level office. The above affects day to day office operations and service delivery. Fortunately, plans and negotiations are underway to secure some of the required office movable equipment in the forth coming project with Trias.

There is limited information and scanty data on the sector - and this hinders investors to make informed decision on how to best invest in the sector. There is also unguided sector support, where by some donors and development partners provide unnecessary handout support and duplicate services to beekeepers. Most development partners view apiculture sector support as donation of hives to beekeepers and little emphasis is put on skilling and extending support to private sector that provides market and drives apiculture development.

The sector also suffers from low honey and other hives production and this affects business along the value chain. Besides, there is limited knowledge available to producers on how to produce quality honey and other products along the value chain.

Like any other promising and developing sectors, apiculture sector lacks value chain financing especially for processors and packers. The processors and packers lack sufficient capital to buy honey and other hive products during the season. This is a requirement for processors to buy and stock enough products so as to maintain constant supply of required quality and quantities demanded.

Opportunities

TUNADO is well recognized by Government (through MoU) and apiculture stakeholders as the only national body with members' mandate to coordinate the apiculture industry in Uganda. This makes it a one stop centre for apiculture information exchange, networking and dialoguing platform in the country.

TUNADO has strong partnerships with international agencies and private sector plus positive attitude from the general public on what TUNADO does and beekeeping as a sector. This makes it easy for TUNADO to engage with stakeholders to cause collective development in a coordinated manner.

The presence of national beekeeper's training and extension manual is an opportunity to the sector. It is hoped that training is going to change from adhoc to more organized and structured fashion using the harmonized training manual.

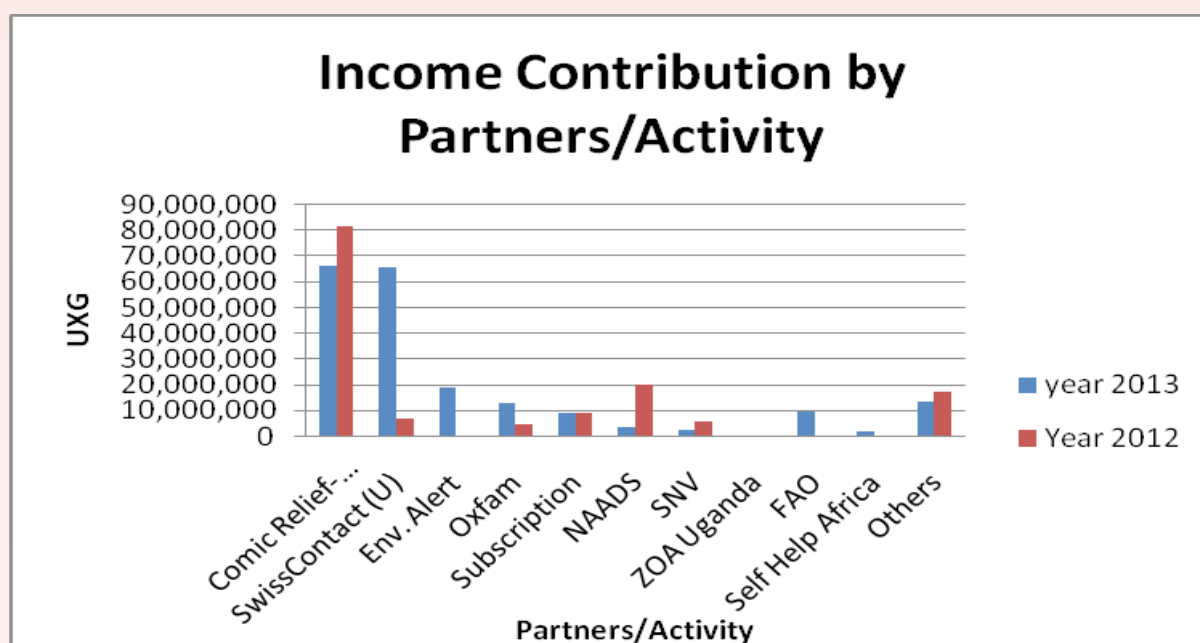
High demand for hive products exists in Uganda and beyond. This has motivated value chain actors to double efforts in production and quality maintenance to meet the needs of the existing market.

4.0 Financial and non financial highlights

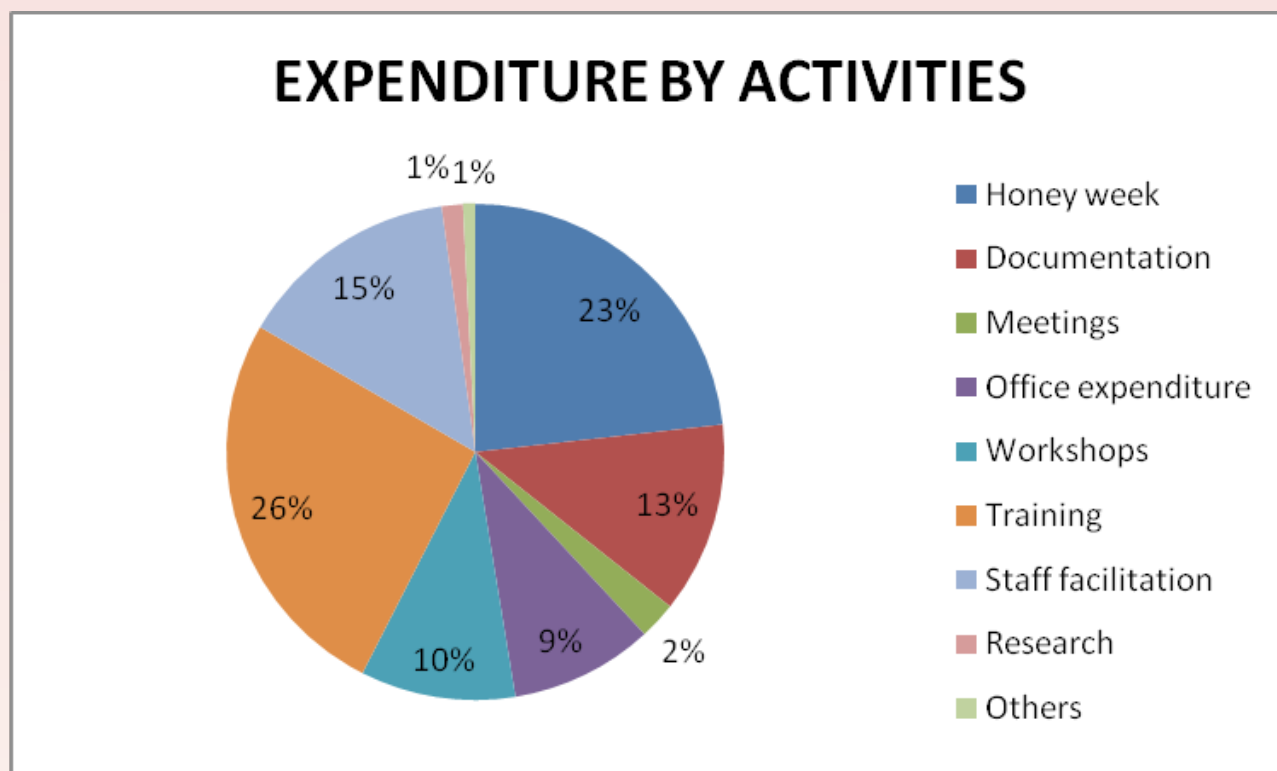
This section provides a summary of the financial performance of 2013 compared to the previous year 2012. The financial analysis presented relates to the period from January 2013 to December 2013. It is adopted from the statements that have been audited by Byabakama, Kwemala & Associates, and Certified Public Accountants. See annex 1 for detailed audited financial statement. TUNADO exhibited a positive performance during the year 2013, with surplus results of shs 596,156. During the period, income increased to shs 205,892,558 from shs 146,690,790 of the year 2012, representing a 40% increase. Expenses also increased to shs 205,296,402 from shs 152,299,661 for the year 2012 representing a 35% increase.

A further analysis of income indicates that 69.5% was realized from partners and 30.5% from TUNADO generated activities. Income during the period was realized from partners, membership and annual subscriptions, promotion events, advertisements in ApiNews, Consultancy and sale of Apiculture books See the graph below.

TUNADO Income contribution in 2012 and 2013



Marching income to expenditure during the year 2013, organization expenditure was met by partners at 69.5% (year 2013) and 53% (year 2012) and TUNADO 30.5% (year 2013) and 47% (year 2012). See expenditure for 2013 in the pie chart below.



5.0 Outlook for the future / future plans

Now in its 12th year, TUNADO continues to provide leadership to the apiculture sector across the country representing a total of 1,200,000 beekeepers organized in 189 associations and companies that are registered with TUNADO. Below are the operational objectives for 2014 which are adopted from the strategic plan and resolutions from the apiculture multi-stakeholder platform

1. Increasing production of Hive products
2. Promoting appropriate Hive Technology
3. Improving and maintaining quality of the hive products
4. Increasing Access to Market Information
5. Access to Finance for Value Chain Actors
6. Develop video resources and materials for member training
7. Mid-term review of the strategic plan 2012-2017
8. Training of trainers using the simplified beekeeping extension manual
9. Fast Track the National Apiculture Policy
10. Organize membership development activities, marketing

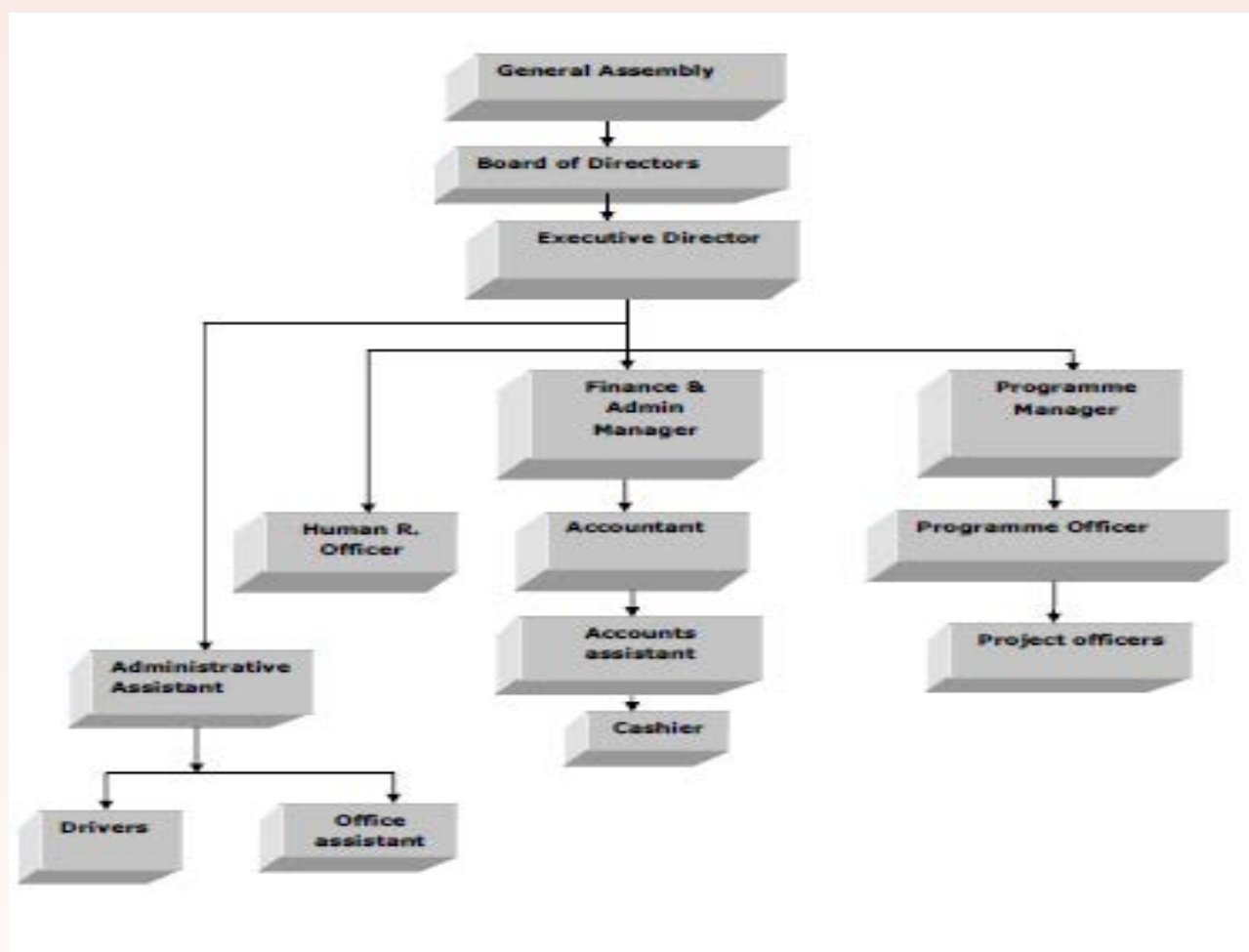
6.0 Organisational structure, Leadership and Governance

Organizational Structure

All our staff serve with TUNADO because they are committed to the work we do and to our core values. A total of 4 permanent staff (2 female, 2 male) are employed and have been recruited following the human resource policy. Part time volunteers also come in to help with some activities from time to time. TUNADO tries hard to balance between maintaining low administrative costs and the need to attract and retain quality staff. See figure 1 for TUNADO organizational structure.

Leadership

TUNADO secretariat is under the leadership of an able Executive Director who leads a team of 3 staff and part time volunteer who assist the organisation from time to time. Find the brief profiles of the TUNADO Secretariat Staff.



Executive Director (Mr. Biryomumaisho Dickson):

Dickson holds first class Degree in Community Forestry & Msc Agroforestry (majoring in entomology economics-useful and edible insects) all of Makerere University Kampala Uganda. (Mr. Biryomumaisho Dickson) heads TUNADO management and is the accounting officer. He holds related certificates to his position. He has 8 years experience as head of different institutions. He has vast experience in developing and managing donor funded developmental projects, work plan/budget development, implementation and monitoring, financial management, policy and strategic plan formulation and implementation, and Research. Biryomumaisho has experience in managing, supervising, mentoring and strengthening staff to build team to achieve high level institutional performance.

Programmes Manager (Ms. Namala Mable Charity)

Holds Msc Agribusiness Management and is responsible for programme development and management. She has six year vast experience in both CSOs and private sector. Before joining TUNADO, she worked for Export Promotion of Organic Products from Africa Programme, AgroEco Louis Bolk of Netherlands and FIT Uganda. Specifically she has experience in handling agribusiness with small holder farmers and apiculture value chain development (project appraisal, enterprise development, and Business development services. She is also well versed with quality management system standards- ISO 9001:2008 certified, market information services, Internal Control Systems).

Finance & Administrative Manager (Ms. Sauda Babirye). Holds B. Commerce and ACCA she has over 16 years working experience as accountant to both Government and Private institutions. She has excellent skills in budget formulation and monitoring. She has a wide experience in corporate finance management and project financial management in both private and public sector. She is experienced in financial management and reporting, Tax advisory services, business and project appraisals. She has worked in several organizations including Uganda Railways Corporation, DFM Financials-Kampala, Total care Ltd-Kampala, Pure Products Ltd-Kampala, Delta Force protection Ltd. Currently Sauda is charged with responsibility of managing TUNADO finances and is proud to serve apiculture family.

Programme Officer (Mr. Aaron Bomujuni). Holds Bachelor's degree in Environment and Natural Resource Management and is responsible for programme implementation and membership. He has experience in developing membership benefit packages, recruitment and maintenance. He is well versed with organizing and managing events, database management and communication skills.

Governance

TUNADO continues to hold Annual General Assembly (AGA) because the General Assembly is the supreme governance organ for the organisation and this comprises of all paid-up members of TUNADO. Members meet annually to play a strategic oversight role, approve organizational policies, deliberate on issues of strategic importance and hold the Board and Secretariat accountable for agreed decisions. For effective accountability, representation and inclusiveness regional members meetings are always organized on top of the annual general meeting. All beekeepers and stakeholders are mobilized for their effective participation. The BOD also organizes quarterly meeting to review the agenda of the BOD as well as guiding management on how to implement agreed decisions for further organizational improvement. Board of Directors are stewards of TUNADO, ultimately responsible for governance, management and operations of the organization. The BOD comprises of 10 members representing beekeeping groups in different regions and processors across the country. They were elected in 2012 for a 5 year term during the annual general meeting and these include;

Mr. Jurua Mcpeace Jackson: Chairman and also representing West Nile Region

Ms. Evas Mugabi: Vice Chair person and also representing South Western

Ms. Lakot F Mary: Director Northern Uganda

Mr. Oluga George: Director Mid Northern

Mr. Kisaali Bosco: Director Eastern

Mr. Kanyike Charles: Director Central

Mr. Tunanukye George: Director Mid-Western

Mr. Ainebyona Clives: Representing Processors & Packers and Processors

Mr. Karama Farid: Representing Processors & Packers and Processors

Mr. Biryomumaisho Dickson: Secretary to the Board by virtue of his position as ED (Ex-officio)

7.0 Annexes

Annex 1: Audited Books of Accounts

**The Uganda National Apiculture Development Organization
Statement of Cash Flows
For the Years Ended December 31**

	2013	2012
Cash Flows From Operating Activities		
Surplus of Income Over Expenses	596,156	(5,608,871)
<u>Adjustments for Non-Cash Income and Expenses:</u>		
<u>Depreciation</u>	1,490,729	904,912
<u>Bad Debt Expense</u>	31,500	548,000
<u>Changes in Working Capital:</u>		
<u>Accounts Receivable</u>	64,138,343	(62,210,780)
<u>Accounts Payable</u>	(42,140,499)	65,841,910
<u>Deferred Income</u>	1,600,000	(7,544,342)
Cash Generated By Operations	25,716,229	(8,069,171)
Cash Flows From Investing Activities		
<u>Purchase of Furniture and Equipment</u>	(4,790,000)	(1,170,000)
Cash Used by Investing Activities	(4,790,000)	(1,170,000)
Cash Flows From Financing Activities		
<u>Proceeds From Borrowings</u>	-	2,000,000
<u>Payment of Short-Term Debt</u>	-	(2,000,000)
Net Cash From Financing Activities	-	-
Net Increase in Cash	20,926,229	(9,239,171)
Cash and Cash Equivalents at Beginning of Year	1,457,163	10,696,334
Cash and Cash Equivalents at End of Year	22,383,392	1,457,163

Annex 2: Work Plan and Budget for 2014

TUNADO DETAILED WORK PLAN AND BUDGET 2014																
Description of Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	D	Expected outcomes	Budget	
Management issues																
Project planning and review meetings	TUNADO													Keeping programmes on track	0	
Staff monthly review meetings	TUNADO Staff													Keeping ganisation on track	2,400,000	
Procuring Vehicle, ICT materials for staff (laptops (2), Scanner and projector)	TUNADO													These are important working tools	180,000,000	
Collect information for all activities implemented during every quarter	TUNADO Staff													Necessary to inform M & E as well as information dissemination	3,000,000	
Staff Performance appraisal	TUNADO													Review staff progress	0	
Support Visits and participation in member events	TUNADO													Member capacity improved	5,500,000	
Formulation of budget and work plan	TUNADO													Operational work plan and budget	1,000,000	
Quarterly budget monitoring	TUNADO													Review budget progress	1,500,000	
Prepare and submit quarterly report to BOD / partners	TUNADO ED													Accountability	0	
Prepare annual report	TUNADO													Accountability	0	
Staff facilitation	TUNADO													Staff remunerated	64,000,000	
Conduct external audit	External auditor													organizational performance & status	4,500,000	
Institutions strengthening (TUNADO organizational capacity built)																
Mid-term review of TUNADO strategic Plan 2012-2017	Hire Consultant													Review strategic plan document	8,500,000	
Organize and conduct quarterly Board meetings	TUNADO Secretariat													Strategic direction & oversight to the management	9,000,000	
Board and staff capacity building	Hire Consultant													capacity of the Board and staff in leadership and management improved	12,000,000	
Follow up submitted, map out potential funders & write at least 3 fundable project proposals	TUNADO-													TUNADO becomes financially stronger	2,400,000	
Organize, conduct and participate in Partnership Meetings	TUNADO Secretariat													Programme harmonisation	5,000,000	

Update retrievable TUNADO membership data base	Technical Person hired outside															Strong Data base created for easy service delivery	400,000
Maintain membership with relevant organizations	TUNADO															Take advantage of their membership list to Influence & attract more populace in apiculture enterprise	2,350,000
Organise and conduct AGM	TUNADO															Organisational governance	6,000,000
Office space, office utilities and supplies																Office utilities	16,000,000
Participate in first Africa Apimondia Conference	TUNADO															Mobilising resources for TUNADO	3,550,000
Member servicing																	
Launch the simplified Training manual	TUNADO MAAIF															Document ready for use	12,000,000
Organise and conduct training for ToTs along the value chain using simplified manual	TUNADO															20 trainers trained using the simplified manual	10,000,000
Periodic profiling of members and mapping	TUNADO															Member database	0
Organize and conduct regional Apiculture MSPs	TUNADO Secretariat															Dialogue and get sector issues from region	8,000,000
Organize and conduct national Apiculture MSPs	TUNADO Secretariat															Review strategies for 2014 and set priorities for 2015	14,000,000
Capacity building of district honey inspectors (25)	TUNADO, MAAIF & UNBS															25 entomologists as honey inspectors in place	31,650,000
Product development & branding	TUNADO, hired consultant and existing packers															More appealing product on the market	0
Member's capacity building in quality assurance systems	TUNADO and hired consultant															Quality assurance systems set for members	0
Membership recruitment drive & Orientation	TUNADO															Critical mass for collective action and apiculture development brought on board. Member skills improved	2,500,000
Regional visits to members	TUNADO															Members needs assessed and progress	4,000,000
Information exchange with members on upcoming trainings and exhibition	TUNADO															Members well updated about the sector	1,000,000
Organize membership development activities, marketing (market development and market linkages) Honey week	TUNADO and partners															Increased business for member networks and business contacts	82,000,000

Facilitate exposure/exchange programmes for member (Api-expo)	Swiss Contact Uganda, MAAIF, TUNADO														Members exposed on best practices, more knowledge acquired & experience shared	34,000,000
Follow up-MAAIF on translating & printing the simplifying national beekeepers' & extension manual into six major local languages	Swiss Contact Uganda, MAAIF, TUNADO														Extension and training in apiculture enhanced	500,000
Policy engagement and advocacy. Engage government and other stakeholders															TUNADO playing its coordination role	
Followup on MSP recommended action point for 2014	TUNADO & stakeholders														High apiculture coordination	500,000
Carry out Policy research and disseminate findings															Make informed decisions	10,500,000
Document and disseminate developments in apiculture sector (Development partners will be approached to finance this)	TUNADO taking lead with MSP supporting financially														information on apiculture development shared	0
Continue engaging State Agencies and None State Agencies on strategic apiculture investment direction (production and value chain technologies)	TUNADO														Value for money on apiculture investment realized	1,000,000
Advocate for integration of bees in agriculture cropping systems as pollinating agent	MAAIF, TUNADO & Partners														Increased farm productivity and bee colonies	
Team up with other stakeholders to follow up on Draft National Apiculture Policy and Lobbying MAAIF to have this tabled in parliament	TUNADO														Policy briefs, NRMP implemented and National Apiculture Policy put in place	
High level apiculture promotion (Collate and publish information to all apiculture stakeholders)															Relevant information accessed by all stakeholders	
Continue publishing & circulating TUNADO's Quarterly news letter	TUNADO Secretariat														Increased visibility for TUNADO, activities and services nationwide.	9,000,000
National level advertising of hive products	TUNADO														Publicity of the sector	6,000,000

Continue updating the website with relevant information	TUNADO Secretariat															Informative website for interested parties in Ugandan Apiculture sector	1,200,000
Organise regular press conference and public lecturers	TUNADO and media															Increased Stakeholders' Information access	4,000,000
Continue collecting information for resource unit	TUNADO Secretariat															A well resourced unit for info	1,200,000
Produce information for print and electronic media	TUNADO Secretariat															masses reached with apiculture message	4,000,000
Establish mechanism for collecting production data along the value chain	TUNADO															Tools developed for collecting valuable data of interest	1,000,000
Market survey, Analyse & disseminate market information	TUNADO															Market statistics available	8,000,000
Support marketing of honey and other api-products and inputs through promotion of e-marketing	TUNADO															Apiculture products demanded	3,500,000
Support innovative financing systems for members and apiculture sector	TUNADO / financing institutions															Value chain financing	30,000,000
Organise National Honey Week – refer to organize membership activities above for budget details	TUNADO Secretariat															Increased marketing and networking opportunities	
Continue with research on honey trade particularly that of local “Nturire”brewing industry (Kabale & Kamwenge)	TUNADO taking lead backstopped by partners															Msc -Thesis & policy briefs and manuscripts	0
Participation in regional workshops and event	TUNADO members															Publicity of sector	2,000,000
Participation national shows and event	TUNADO															Products showcased	3,000,000
TUNADO ED exposure to UK	BfD/TUNADO															TUNADO ED management capacity enhanced	20,000,000
Total																	631,650,000

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