



TUNADO ANNUAL REPORT

2014



The Uganda National Apiculture
Development Organisation
(TUNADO)



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Abbreviations

| | |
|----------------|--|
| AA | Apitrade Africa |
| AGM | Annual General Meeting |
| BOD | Board of Directors |
| FAO | Food Agricultural Organization |
| JICAHWA | Jie Community Animal Health Workers Association |
| KABECOS | Kamwenge Beekeepers Cooperative and Savings |
| 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 |
| PSFU | Private Sector Foundation |
| SCU | Swiss Contact Uganda |
| TUNADO | The Uganda National Apiculture Development Organisation |
| UHTP | Uganda Honey Trade Project |
| UMA | Uganda Manufactures Association |
| UNFFE | Uganda National Farmers Federation |
| URA | Uganda Revenue Authority |
| ESOEP | Enabling Synergies between Organised Enterprising People (Trias funded programme) |

BoD of Directors' Message for the Annual Report of 2014

The election of TUNADO to represent Uganda on the Executive Committee of the recently created Africa Apiculture Platform attests to the fact that the institution is one of the strongest in the continent. It is well governed, serves her members interests, and has been promoting growth in the past 10 years. TUNADO membership grew from 189 to 215 comprising of Associations, Groups, Companies and individuals representing over 1.2 million actors in the value chain.

In the year under review, TUNADO continued to engage Government and other stakeholders and development partners to establish a conducive environment for the development of the apiculture industry. These engagements resulted into TUNADO signing a 5 year MoU with the line MAAIF to coordinate the apiculture sector in Uganda, development of a draft National Apiculture Policy and submitting it to MAAIF with a Strategic Plan, publication of the simplified National Training Manual and the development of an illustrative version of the training manual which will be better understood by the less educated who form majority of the sector players. The harmonized and simplified training manual will enhance the skilling of the farmers to improve apiary management and hence improve productivity of the various technologies thus increase production of hive products.

Regarding quality, TUNADO partnered with UNBS and development partners to train 47 Entomologists as Honey Inspectors. These Inspectors will be able to monitor honey quality from farm level up to marketing so that the quality of Ugandan honey and other hive products meet international standards as the world market provides huge opportunities for growth. Furthermore draft standard operating procedures have been developed and when they are approved by government; it will guide farmers to improve their husbandry practices.

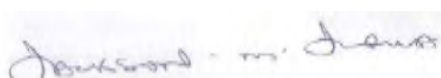
TUNADO continues to be viewed as a commanding source of apiculture information as evidenced by frequent visitors to the office mostly inquiring about what it takes to start different apiculture enterprises, pest control, market for their hive products or training on how to improve their hive products; TUNADO website; facebook and twitter accounts with a current followers who include individuals, NGOs, private enterprises and CBOs. Furthermore, TUNADO continues to attract and guide development partners who wish to intervene in the sector hence the number of partners with whom TUNADO is working with has increased significantly. They include Trias, Swisscontact Uganda, Bees for Development, ZOA, Self Help Africa, SNV, FAO, Oxfam, ICCO, Agriprofocus, Environmental Alert, Africa Agribusiness Academy, to mention but a few.

TUNADO facilitated 16 members to attend the first Apimondia symposium in Arusha Tanzania with support from BfD and represented the industry at the AU-IBAR continental meetings which culminated in the formation of the Africa Apiculture Platform.

All the achievements would not have been possible without the unwavering support of members, Government and the financial support of development partners. TUNADO is thankful to you for the support and dedication and assure you that the interventions have not been in vain as there is steady growth in the industry.

Special thanks to the staff for their dedication and hard work and assure you that as a BOD, we greatly appreciate your contribution to the industry which is aiding the fight against poverty which has bedeviled our country.

To our members, thank you for your great cooperation which has enabled Management and BOD to serve you. Let us join hands to develop our industry "Divided we fall united we stand".



Jurua Jackson
Chairman BOD TUNADO



Biryomumaisho Dickson
BoD Sec/Executive Director-TUNADO

1.0 Overview of the Institution

1.1 Organisational purpose

The Uganda National Apiculture Development Organisation (TUNADO) is the apex body for apiculture in Uganda recognised by government and mandated by members and stakeholders to coordinate all value chain actors. Governed by Articles & Memorandum of Association, legally incorporated with registrar of companies as a company limited by guarantee (Certificate No. 62239) and properly governed by an elected Board of Directors.

Vision

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

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.

Mission

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

Core values

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

Goal

Membership representation, advocacy, lobby and apiculture promotion.



1.2 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.

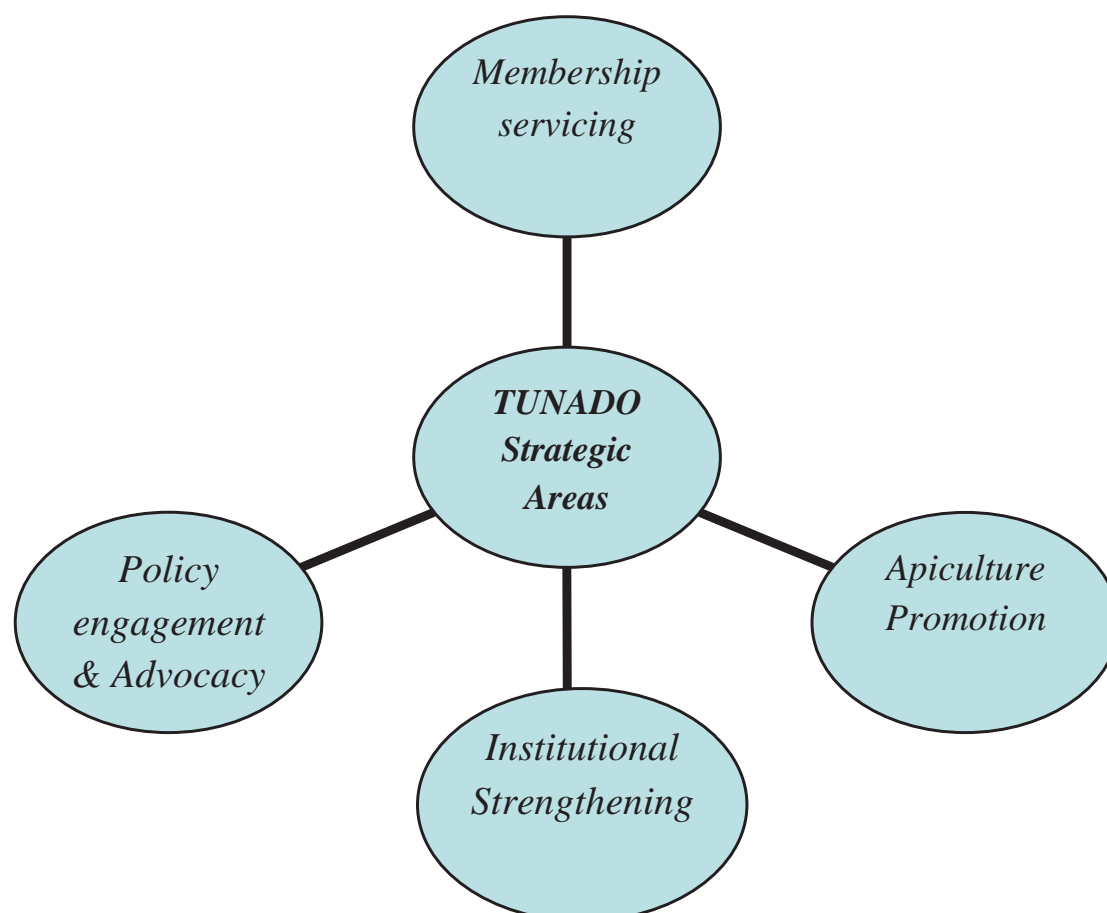
1.2.3 High level apiculture promotion

Organise and participate in local, national, regional and international honey related and promotional events.

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

Effective governance of the organisation ensures that policies, values and systems by which TUNADO manages and shapes 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 2014

2.1 Policy engagement and advocacy

In order to discharge policy engagement and advocacy TUNADO organized several workshops at national and regional levels and engaged in meetings with various government departments, development partners and apiculture stakeholders.



- TUNADO teamed up with ApiTrade Africa and MAAIF with support from Swisscontact Uganda to review the draft National Apiculture Policy (NAP). Two workshops were organised; one for review held at hotel Africana and the second one for its validation which was held on 3rd July 2014 at Nob View Hotel – Ntinda, Kampala. The reviewed policy was submitted to MAAIF's top policy management for discussion and approval, after which it will proceed to cabinet for approval. Mr. Kivunike the principle policy analyst in MAAIF who doubles as the secretary to the TPM informed the end of year MSP (27/11/2014) that the reviewed policy will form part of agenda of the January 2015

TPM meeting.

- The national residual monitoring plan (NRMP) was implemented for 2009, 2010, 2011 2012, 2013 and 2014. TUNADO continues to lobby Government to ensure continuous implementation of NRMP for 2015 and years to come.
- TUNADO signed a Memorandum of Understanding with the government of Uganda, through MAAIF in May 2014. This a very important tool for TUNADO to do its work with a well spelt out mandate.
- TUNADO participated in the CURAD agribusiness innovation challenge in the first week of September 2014, in which one of her members- Anyorasi farmers group won in the category of best farmers group. The agribusiness innovation challenge is designed to promote a spirit of entrepreneurship, innovation and excellence. Through the CURAD incubation, TUNADO will build capacity of the group in apiculture enterprise alongside their coffee enterprises.
- TUNADO emphasized the importance of small holder beekeepers to agriculture especially bees' pollination services and beekeeping's potential for household income security. This was done in preparation for 2014 which was declared international year of family farming (IYFF).
- TUNADO engaged both state agencies and non-state agencies on strategic apiculture investment direction (production and value chain technologies), this is evidenced by the several engagement meetings held with ICCO, ZOA, Self Help Africa, SNV, feed the children, Oxfam Novib, Barak fund and several other financial institutions. This resulted in joint arrangement of events with some of the development partners, financial support from others and offering training services for their supported beekeepers.
- TUNADO participated in the Inter-African Bureau for Animal Resources (AU- IBAR) conference held in Naivasha Kenya and Kampala. An inter-Africa platform known as

Africa Apiculture Platform was formed where TUNADO board chairman was voted the vice chair of the central executive committee. Additionally, TUNADO presented the farmer led extension to the (AU- IBAR) for replication to other member countries

- TUNADO organised and conducted two national and two regional MSPs. The beginning of year MSP was conducted to review 2013 and set goals for 2014, the two regional MSPs conducted in Bunyoro and West Nile were to introduce the ES-OEP programme while the end of year MSP reviewed sector activities for 2014 and six sector priorities were set for 2015:
 - a. Continue with training ToTs & popularizing the national beekeepers training and extension manual
 - b. Apiculture business development services (apiculture shopping centre & soft loans)
 - c. Marketing platform (national honey week , trade promotions, exhibitions and shows)
 - d. TUNADO was advised to open regional offices as a way of increasing service delivery
 - e. Maintaining quality of hive products by finalizing and operationalizing the Standard Operating Procedures (SoPs)
 - f. MAAIF to periodically update TUNADO on the progress of the National Apiculture Policy
- TUNADO engaged the private sector to design jars appropriate for packaging honey so as to minimize costs on security seals and leakages incurred by processors. We are happy to report that Afroplast improved the quality of their honey jars and a new player (Best plastics) joined the packaging industry. This has reduced on number imported jars and their associated URA tax imposed on imported honey jars because of perceived multiple functions of such jars.
- TUNADO's development partners' base continued to increase through maintaining and attracting new partners. For example in 2014, TUNADO ably worked with different development partners and these include: MAAIF, Swisscontact Uganda, Oxfam, ZOA, SNV, Bees for Development, Environmental Alert, Self Help Africa and FAO, Trias, NARO, NAADS and Makerere University. The aforementioned made it possible for development partners to extend budget support to TUNADO. TUNADO is hopeful that the created relationship and MoUs will continue beyond 2014.
- During the year, TUNADO documented 4 publications on; *The 5th Honey Week Report 2014*, TUNADO sector profile and *beginning and end of Year MSP Workshop reports 2014* that were shared with the public in both soft (Website, Email and Twitter) copy and hard copies. These have been a major input in various development projects and in policy discussions to rate how the sector is developing and how its potential can be enhanced.
- TUNADO caused MAAIF and district entomologists to review a zero draft of the Apiculture standard operating procedures (SOPs) to guide honey inspectors to control quality of hive products from production to consumer as a result, a final draft is in place awaiting validation.
- On 19/11/14 TUNADO participated in a virtual conference on Lobbying and Advocacy organised by Trias HO, NAFCOC and MNCCI where the latter shared their experience on how UNIZO has improved their lobbying skills. TUNADO expects to apply this in lobbying for SOPs and national apiculture policy.
- Under ESOEP, sensitization and awareness created in West Nile, made 250 beekeepers under 5 groups to declared in their general meeting that they stopped the practice of bush burning

2.2 Member servicing

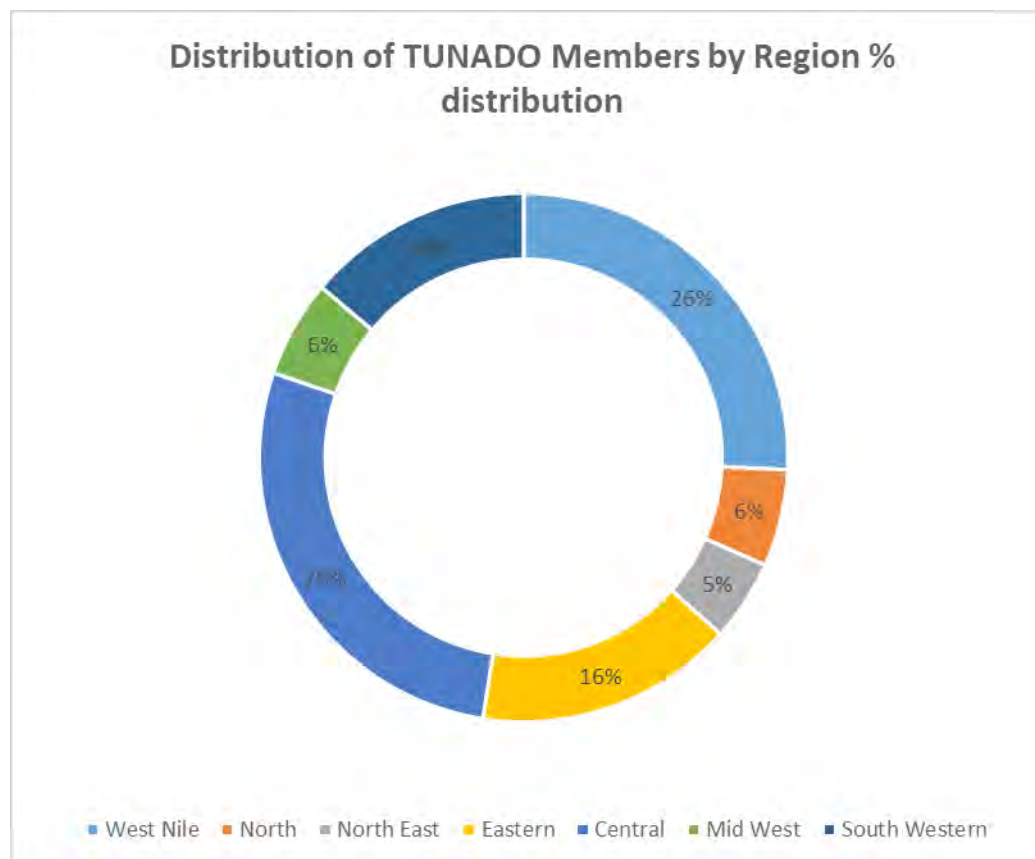
TUNADO is a membership organization for beekeepers, processors, trainers, and academia and equipment manufacturers in the apiculture sector.

- TUNADO has maintained and updated her 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. It is now easy than ever before to get members contact details and circulate information.
- In addition, fully subscribed members were all given certificates. TUNADO is glad that members are delighted to be part of the beekeeping family and this has been demonstrated by them hanging their membership certificates, TUNADO stickers and posters in their homes and places of work.
- TUNADO has continued its membership recruitment drive through awareness campaigns, sensitization and dissemination of information to grass root stakeholders on membership benefits package. TUNADO provides regular and up to date information to various beekeeping groups/ organizations and responds to inquiries raised by members. Many other members have been recruited in this manner and by the end of 2014 a total of 50 members were recruited. To date TUNADO's total membership has risen from 165 members in 2013 to 215 members (Table 1)

Table 1: Membership categories

| No | Member Categories | M e m b e r s h i p (Ugx) | | Number of current members |
|-------|-------------------------------------|------------------------------|---------|---------------------------|
| | | Joining | Annual | |
| 1 | Associations/Processors and packers | 100,000 | 200,000 | 95 |
| 2 | Registered Groups | 100,000 | 100,000 | 82 |
| 3 | individual members | 100,000 | 50,000 | 38 |
| Total | | | | 215 |





Graph 1: Distribution of membership across seven sub-regions of Uganda

- To improve training and extension services, TUNADO together with MAAIF launched the simplified version of The National Beekeeping training and Extension manual on the 10th June 2014 at Kati Kati restaurant with support from BfD and SCUG. The launch was graced by Hon Bright Rwamirama – State Minister for Animal Industry. This attracted 84 participants including partners, members and the media.
- Prior to the launch, Ministry of Agriculture Animal Industry and Fisheries (MAAIF) printed 600 copies of the simplified manual some of which were circulated to apiculture stakeholders during the launch. TUNADO received additional 100 copies which were distributed to members (JICAHWA, Returnee communities, Nakasongola beekeepers, Terego bee farmers, MEBKC) and partners (self-help, ZOA, ApiTrade, SCUG and Trias).
- Following the launch of beekeepers training and extension manual, a training for ToTs was organized and conducted along the value chain using the simplified manual on 22nd-25th September 2014 in Bushenyi. The training focused on occupational level one for the beekeepers and a total number of 20 participants attended representing all the apiculture regions of Uganda. During this training more copies of the simplified training manual were distributed to participants.
- TUNADO and Uganda National Bureau of Standards trained 70 TUNADO members on honey certification. The training which took place on 31st August 2014 highlighted the benefits of certification and the certification process. Guidelines were given to the processors and packers as well as application forms for those interested in having their honey certified. Additionally, 25

district entomologists from various regions had a four days training as honey inspectors on 28th April – 1st May 2014 at UNBS offices in Nakawa and a field trip to Bee House Products processing plant. MAAIF took the lead in identifying participants for the training while Food and Nutrition Solutions Ltd was identified to conduct the training together with the UNBS team. TUNADO was in charge of the logistics and coordinating the training. To date a total of 47 honey inspectors have been trained and are now in position to monitor quality of hive products.

- Three regional visits to members were organised and it was during these visits that TUNADO interacted with members and solicited their input for incorporation in the work plan. In 2014 TUNADO visited KABECOS in Kamwenge, Arua market women honey traders association, Apollo Ezat in Maracha, Terego bee farmers association, Etori apiculture, Bugaari Winery and Bee House Products, Bushenyi Connoisseur Honeys Cooperative.
- With support from Trias Uganda, Swisscontact Uganda & Bees for development, quarterly market information was circulated to members through several platforms and as a result, several linkages amongst value chain actors were registered for example Buliisa and Katwimukye Beekeepers Association (ESOEP supported group) reported that they were able to sell 1000kg of honey using contacts in api-newsletter. Similarly, Terego reported business deal with (sold 860kgs of honey to) Bugaari winery, Rwabahura sold 500kg of honey to Mujuni enterprises, Etori sold 140kg to KABECOS.
- TUNADO continually exchanged information with members and this was disseminated through different media such as; SMS, Email, Twitter, Website, Newspapers, TVs, Magazine and word of Mouth during office visits. In 2014, a total of 300 office visits were registered compared to 2013's 250 people 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 on 8-12/07/13 and APF exhibition and networking events. This gave them an opportunity for networking as well as learning from other organizations in the agriculture sector.
- A total of 16 leaders (from 10 youth and women groups of 1250 beekeepers) from West Nile and Bunyoro were facilitated to attend an exposure visit in Bushenyi Connoisseur honeys cooperative from 14th-16th July 2014 where members were exposed to best practices in apiculture. This was done so that members share experiences and change their mindset about apiculture e. g. the notion that harvesting honey is done only at night. Thanks to Trias for the financial support.
- Under ESOEP programme, TUNADO was able to lobby members and stakeholders to establish a business wing which was embraced by the end of year MSP of 2014 and pending approval by AGM 2015 and once approved, a functionality document will be developed to guide its operations.
- Information on average prices of hive products and equipment was captured and published in all the issues of api newsletter making it a reference point for estimating buying and selling prices of hive products from different regions of the country. Thanks to BfD, Trias and SCU for the financial support that enabled three issues of the api-newsletters.

- With ESOEP, a market survey was conducted to identify preferred hive products marketing models. Bulking and collective marketing model was identified as the best and as such training on bulking and collective marketing was extended to 10 groups in Bunyoro and West Nile and more will be conducted in coming year. So far the 10 trained grouped reported that market access is becoming easier for them because of collective marketing that has increased attractive volumes to honey buyers.
- For the first time, TUNADO began the process of negotiating with financial institutions (Hofokam Ltd, Madfa Sacco, Nyaravur farmers Sacco, DFCU, UGAFODE microfinance Ltd) on development of appropriate apiculture financial product. Two meetings so far held. These financial institutions have begun contacting the target groups to establish their financial needs and payment capacity.
- Two hundred and forty youth and women were trained in hive making in Bunyoro and West Nile and have reported to have sold beehives worth US\$9,600,000 and using farmer led extension model, each of the trained youth and women is expected to train three others.
- Replication of farmer led extension model tested in Rwenzori has continued to Bunyoro and West Nile so far 10 groups with 1250 beekeepers have been reached with support from Trias. They have received training in apiary management while targeting youth, women and active poor.
- TUNADO caused MAAIF and district entomologists to review a zero draft of the Apiculture standard operating procedures (SOPs) to guide honey inspectors to control quality of hive products from production to consumer as a result, a final draft is in place awaiting validation.
- TUNADO together with Apitrade Africa and apiculture stakeholders developed and submitted National apiculture policy and strategic plan to MAAIF. This has been presented to MAAIF top policy management committee before submission to cabinet for approval.
- With support from Trias, two regional apiculture Multi-stakeholders platforms were conducted in two target programme areas and the reports informed the end of year national apiculture MSP 2014 that set priority areas for 2015 for apiculture sector as whole. For example, the MSP recommended that to reduce the cost of doing business especially starters as well as making TUNADO financially stable, it was noticed that there is a need to have a business wing.
- New 26 members were recruited by TUNADO as a result of improved membership packages and establishment of a regional office in Arua that brought services nearer to the target group and stakeholders.
- On average TUNADO received over 100 inquiries as opposed to about 20 per month on apiculture practices as a result of outreach and sensitisation programmes that were carried out.
- For the first time, TUNADO was able to incorporate youth and women issues in its programmes as a result of assigning staff with roles and responsibilities

specific to youth and women. Additionally, TUNADO is proud that unlike in previous training programmes where there was no specific strategy to include youth and women, currently a strategy is in place and 40% of trainees attached to learning centres are youth and women.

- Youth and women took lead during the end of year national apiculture MSP out of 5 presentations made, majority (3) were made by women and this is a remarkable achievement in the history of TUNADO were men always dominated presentations
- Out of 5 staff of TUNADO, 3 are women and 4 of them are youth. This has provided inspiration for other youth and, youth and women issues are easily understood TUNADO has developed a poster demonstrating the potential of beekeeping to create youth and women employment
- Several activities were carried out with partners in the ESOEP programme and as a result, TUNADO was able to access services at subsidised rates from partners e.g. hiring main hall from UNFFE and ARUDIFA for MSPs.
- The partnership with USSIA made it possible for TUNADO members to participate in the 1st wine expo. This would have been impossible and costly for TUNADO to organise the expo alone since there are few honey wine makers.
- With ESOEP partners (HODFA, HOFOKAM, MADFA, Nyaravur, ARUDIFA, USSIA), it was cost effective and highly beneficial to participate in the Bunyoro market event (26/09/2014) where target group were coached on how to penetrate and take advantage of the emerging market in the oil region. TUNADO also secured important contacts from other exhibitors such as Agri ProFocus and Bank of Uganda who have become important partners.
- Working with Trias built the confidence of other partners like ZOA and ICCO to extend financial support to TUNADO e.g. ICCO for the first time provided Ushs. 4,000,000 for the honey week and ZOA signed a €6,000 to develop training posters
- In Masindi, TUNADO successfully linked Kitengule beekeepers association to Uganda wildlife authority to allow beekeepers site an apiary in the forest as a management practice, a clear demonstration that it is environmentally friendly
- Beekeepers have been encouraged to extract beeswax and bee venom as opposed to honey alone from the hives. TUNADO is happy to report that the response from beekeepers is encouraging and this is further justified by Movit and Nevea companies and KBA reporting that they now buy beeswax and venom from beekeepers.

2.3 High level apiculture promotion

Under this strategic objective, TUNADO was involved in collecting and publishing information to all apiculture stakeholders. A total of three (3) issues of the api-news magazines were published in 2014. Articles in the api-news are written by members sharing their experiences for others to learn, documentation of best practices for replication and api-price watch. For each issue, 1500 copies were printed and distributed to members and stakeholders. 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 continued to publish information through twitter and this promoted apiculture to the outside world. By the end of 2013, TUNADO had 181 twitter followers, following 133 and had 180 tweets. In 2014, there were 2088 website visitors with an average of 174 visits per month with a visiting duration of 00:04:38 minutes per visit in 2014 and these were from several countries in the world.

Apart from in-house materials, TUNADO contributed articles to other magazines and media as a way of promoting the sector. TUNADO advertised with the Agribusiness magazine, monitor publication and the new vision about the 5th Honey week event as well as sharing members' experiences regarding their honey week participation. The 5th honey week was also unique in terms of national level advertising and media presence. With support from Environment alert, several radio talk shows were conducted in Arua and Kampala (CBS) where Ms. Mable Charity, the program manager by then and Mr. Biryomumaisho Dickson, ED TUNADO were hosted. Several articles were also published in 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 in the daily monitor;

<http://www.monitor.co.ug/Magazines/Farming/Uganda-commended-on-beekeeping/-/689860/2534114/-/61i9cr/-/index.html>;

<http://www.monitor.co.ug/Magazines/Farming/They-are-making-a-change-with-bees-and-honey/-/689860/2463774/-/rii35w/-/index.html>;

<http://www.monitor.co.ug/Magazines/Farming/Kamwenge-farmer-makes-a-family-tradition-lucrative/-/689860/2360502/-/12754su/-/index.html>

<http://www.monitor.co.ug/Magazines/Farming/-Keep-bees-to-increase-crop-yields/-/689860/2550080/-/9vvc72z/-/index.html>

<http://www.monitor.co.ug/Business/Prosper/Honey-producers-turn-to-local-market/-/688616/2548912/-/iqvahxz/-/index.html>

More TUNADO articles were also printed in different magazines including Uganda martyrs magazine, nutrition magazine, agribusiness digest, and tarehe sita. All this was done to share information on apiculture with the public.

TUNADO further participated in different fora and workshops where apiculture was promoted in 2014. Events and meetings attended included agricultural financing workshops, indigenous food fair, world food day, wine expo, 3 agriprofocus market events in Bunyoro, Mbarara, & Mbale on market promotion and networking. As a result of participating in various workshops, TUNADO collected information for the resource unit which members come and read when they visit office, but also new connections were made with new NGOs such as ICCO. The materials available include; *Finance year book*, *Business directory*, *Bees for Development journals*, *Africa Honey Magazine*, and *FAO magazines*, *Agribusiness digest* and *20 years of SNV in Uganda book*.

TUNADO organized a successful 5th Honey Week Event under the theme "*Beekeeping for human and environmental health*". This had a series of activities which were designed to popularize the honey sector and create awareness among the public. These included; press conference, honey week sensitization and donation rally, satellite exhibition and the actual exhibition which lasted for three days and climaxed the Honey week at Kati-Kati restaurant along Lugogo bypass from 28th - 30st August 2014. A total of 90 exhibitors participated and attracted over 10,500



patrons for the three days. The event activities were presided over by different officials; the press conference on 26/08/13 was presided over by. The opening (28/08/14) of the three day exhibition was officiated by Hon Moses Ali the third deputy prime minister, The opening ceremony was also graced by Hon Bright Rwamirama State Minister for Animal Industry. The closing ceremony 30/08/13 was graced by various officials and these were the Guest of Honour, the FAO Country Representative – Alhajji M. Jallow, and Principal Entomologist MAAIF – Alice Kangave, Trias country representative, SCU country representative etc. Processors and beekeepers were able to showcase their products and interact directly with customers and shoppers. In the same way eight TUNADO members were sponsored to participate in APF agricultural market events organized in Arua, Hoima and Mbale as a result, members had their sales increase but also were able to identify new buyers and secure business contacts.

TUNADO led a delegation of 16 members to the first African Apimondia symposium for African bees and beekeeping on honey bees in Arusha Tanzania 11th – 16th November 2014. The Honey Processing Enterprises who officially represented Uganda at the Apimondia 2014 were: Golden Bees Ltd (Ms. Emily), JICAHWA (Dr. Ponchiana Akumu), MEBKC (Mr. Kisaali Bosco), KABECOS (Mr. George Tunanukye and kamanzi), Apitrade Africa. (Mr. Bosco Okello and Robert Kisenyi), Bushenyi connoisseur honey (Mugisha Elly), MAAIF (Ms. Alice Kangava), The TUNADO secretariat was represented by the E.D Mr. Dickson Biryomumaisho , Ms. Sauda Babirye and the B.O.D chairperson Mr. Jackson Jurua. The Ugandan Participants went as one team: to represent, showcase and market Ugandan hive products plus presentations on the Uganda honey trade project. TUNADO ED made a presentation on “**Beekeeping taking shape in Uganda**”.

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 inquires 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 in 2014, a market analysis of local *Nturire* was commissioned in Kabale. The research looked 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. During 2014 capacity building training activities for members, BOD and staff were conducted thanks to Swisscontact Uganda, Trias and Bees for Development for the support. Gfor example the staff and BOD were trained in project planning and management) and Enabling Rural Innovations (ERI) tools (30th – 31st May 2014).

Board of Directors were also trained in motivation, attitude and communication skills on 4-5th July 2014. This was meant to improve their communication skills and it is believed that after the training, they are in a better position to negotiate and communicate effectively with potential funders.

TUNADO organized the Annual General Meeting (AGM) on 4th April 2014 where the annual work plan for 2014 and financial reports were presented to the members and the AGM approved them. A total of 78 paid up members attended the AGM. One of the key resolutions made by the AGM was for TUNADO to work with financial institutions and come up with a financial product for her members

Three (3) BOD meetings were organized in 2014 on 3rd April, 2nd July and 27th November 2014 respectively and some of the key BOD resolutions during the year were for TUNADO to team up with MAAIF to engage NARO to disseminate information on pollination services of bees, constituted a committee to spearhead reclaiming the facilities from Government, gather paperwork for the facilities and present them to MAAIF. So far, all documents proving ownership are in possession of director for central region, Mr. Kanyike Charles

In order to become financially sustainable, TUNADO has managed to carry out various activities and these included organizing paid up honey week event, applying for consultancies with members and writing fundable proposals. In the past year TUNADO had 5 successful proposals/ MOUs funded by the following development partners: Trias Uganda (Enabling synergies among organised enterprising persons-ESOEP) worth € 223,125 for a 3-year project, Swiss contact (M4U project) of Ugx. 62,650,000 for one year, ZOA (translating the training manual into pictures) worth €6,000. Still in 2014 a proposal to Comic relief for another project with BfD was submitted and ED went to UK to defend the proposal. Unfortunately, it did not go through which was most likely because TUNADO was competing with large livelihood organisations which have beekeeping as one of their activities

The Executive Director of TUNADO took a business visit to the UK and was fully sponsored by Bees for Development. During the visit the ED was exposed to commercial beekeepers, development partners such as Comic relief and got a chance to interact with the 1st Minister of Wales. He also participate in a show organised by BfD and Bees abroad at Lambath Palace. In addition BfD extended direct mentorship on how to manage beekeepers' organization.

TUNADO is under taking a research on honey characterization with Makerere University and NARO and so far honey samples from different regions of the country were collected and submitted for analysis.

TUNADO ED and BOD chairman attended the launch of an African beekeeping multi-stakeholder platform. The meeting held at Imperial Royale hotel, Kampala from 9th to 12th December 2014 was attended by 35 member states of the African Union and its main objective is "***Improve bee products production, marketing, coordination, advocacy environment, bee health and pollination services***". In the same meeting, BOD chairman was elected vice chairman of the MSP executive committee.

In 2014, TUNADO profiled various NGOs having interventions in the apiculture sector, and a report was compiled and disseminated to members and partners. The report gives an overview of the interventions, area of operation and beneficiaries targeted plus their contacts.

It was realized that for the sector to grow, TUNADO has to work hand in hand with all the sector players and because of this, TUNADO has maintained membership with the different organization such as PSFU, UNFFE, ApiTrade and Apimondia. This enabled us to keep updated on developments happening in the apiculture Sector, trade policies, political and economic operating environment. Additionally, because of TUNADO's sustained membership to Apimondia, the delegation from Uganda (16 persons) led by TUNADO participated in the first Apimondia conference on African bees in Arusha at a reduced fee of €100 per individual.

TUNADO maintained the head office secretariat and with support from Trias' ESOEP support was able to open a regional office in Arua (Plot 34, Mt. Wati Avenue-Anyafiyo village, Arua hill division) and one staff is fully based there. This was to extend services nearer to beekeepers and efforts are being made to establish more offices in other regions. However the office is not fully equipped with required office supplies.

All the achievements above have been made with financial and technical support from members and various partners. Among them are Government departments, research and academic institutions, foundations and development partners. We in particular commend 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, and NARO.

3.0 Challenges and Opportunities

Challenges

Despite our current financial strength, stable funding remains a primary concern. The challenge of securing and maintaining strong core funding, therefore, remains a priority.

TUNADO still lacks office movable equipment such as vehicle, photocopier, projector, scanner, for a fully-fledged national level office. This 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 current 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.

Climate change due to environmental degradation has affected honey yields. This is because of reduced foraging materials for bees.

The sector also suffers from low honey and other hives products 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

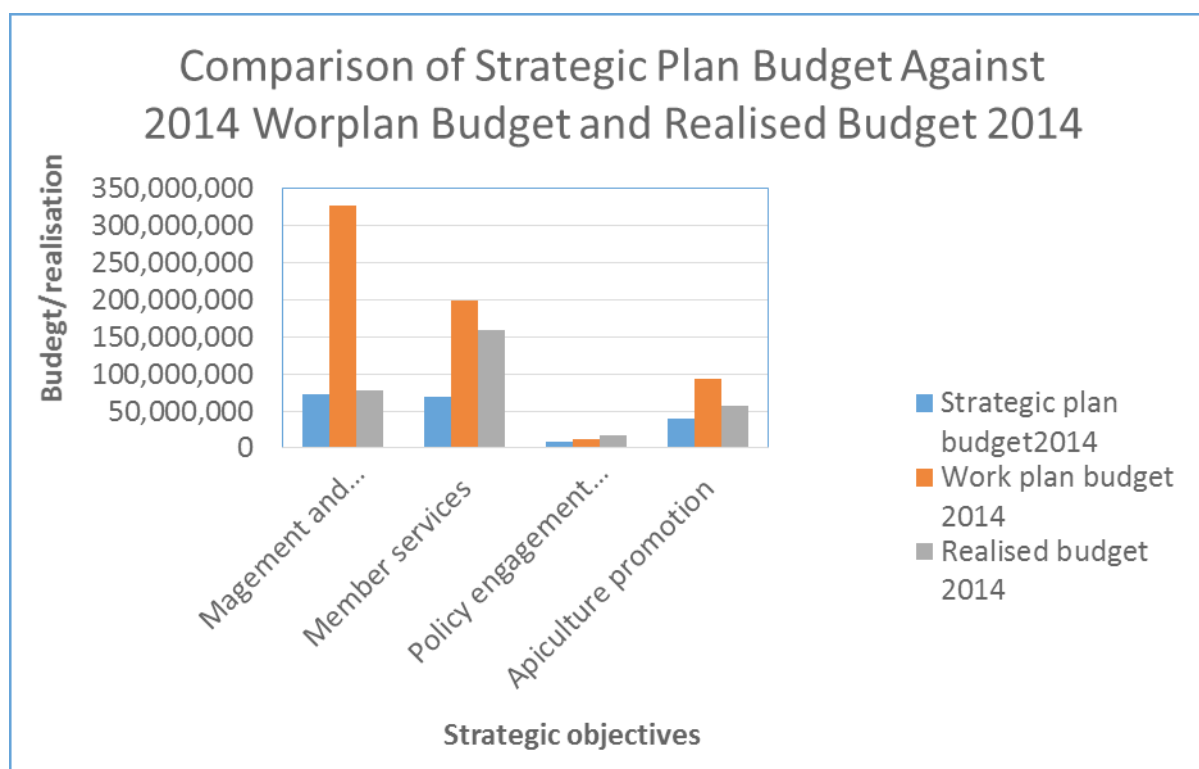


Figure 2: Comparison of Strategic Plan Budget against 2014 Work plan Budget and Realised Budget 2014

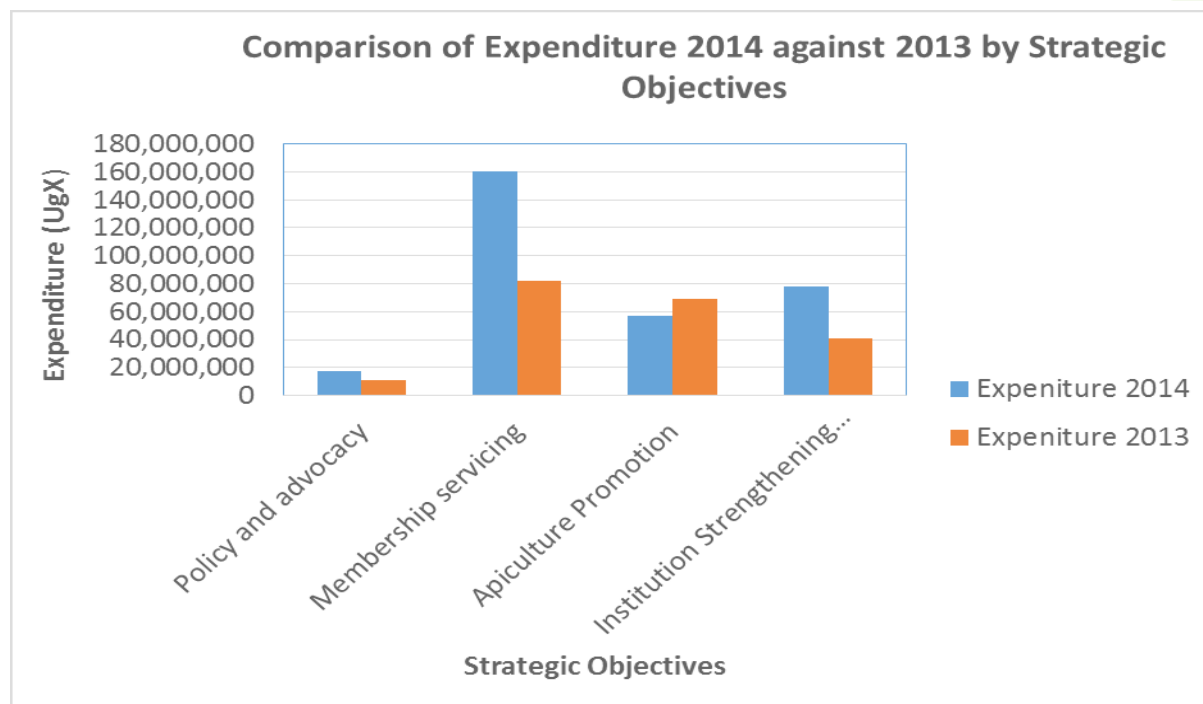


Figure 3: Comparison of Expenditure 2014 against 2013 Strategic Objectives

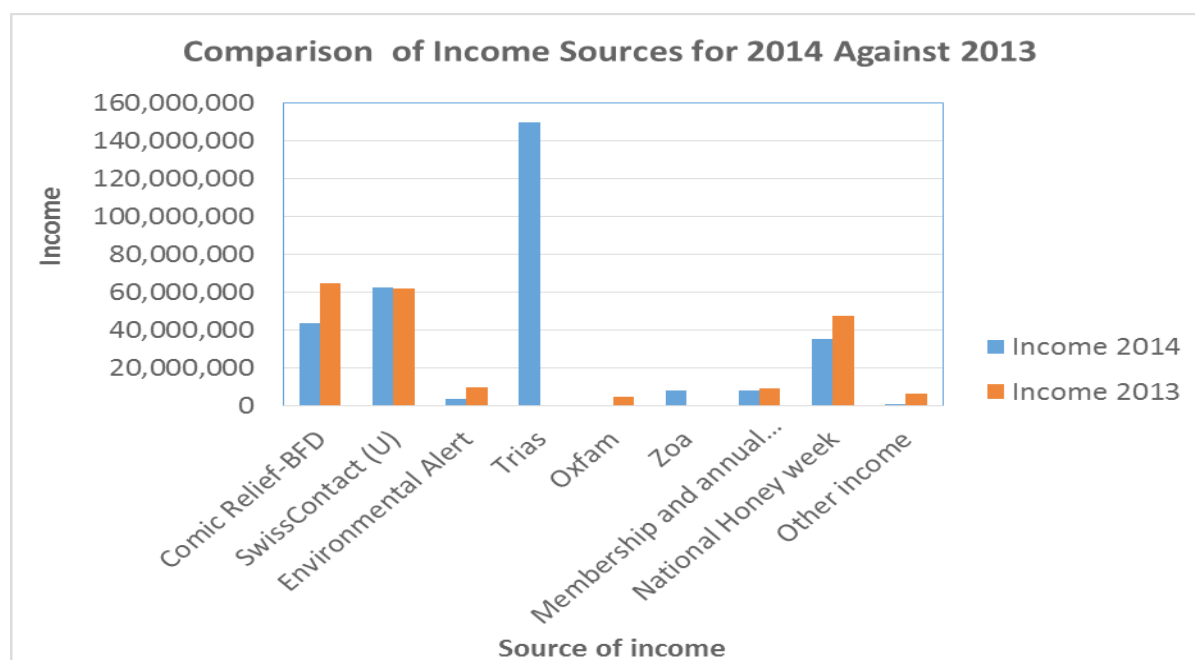


Figure 4: Comparison of Income Sources for 2014 against 2013

FINANCIAL HIGH LIGHTS FOR THE YEAR 2014 AND BUDGET 2015

1: FINANCIAL POSITION AS AT 31/12/2014

- Cash and Bank balance shs 7,317,621. Shs 7,275,371 for TRIAS activities and shs 42,250 for TUNADO general activities
- Accounts receivables shs 7,413,937. Shs 5,363,937 from members' dues and 2,050,000 owed to uncompleted activities for Trias.
- Furniture and equipment stand at shs 7,778,256
- Accounts payables stand at shs 14,733,996. This includes, deferred income for Trias activities, and deferred to the year 2015. Shs 9,403,900 and shs 5,330,096 for service providers.
- Net equity as at 31/12/2014 shs 7,775,818

2: FINANCIAL PERFORMANCE

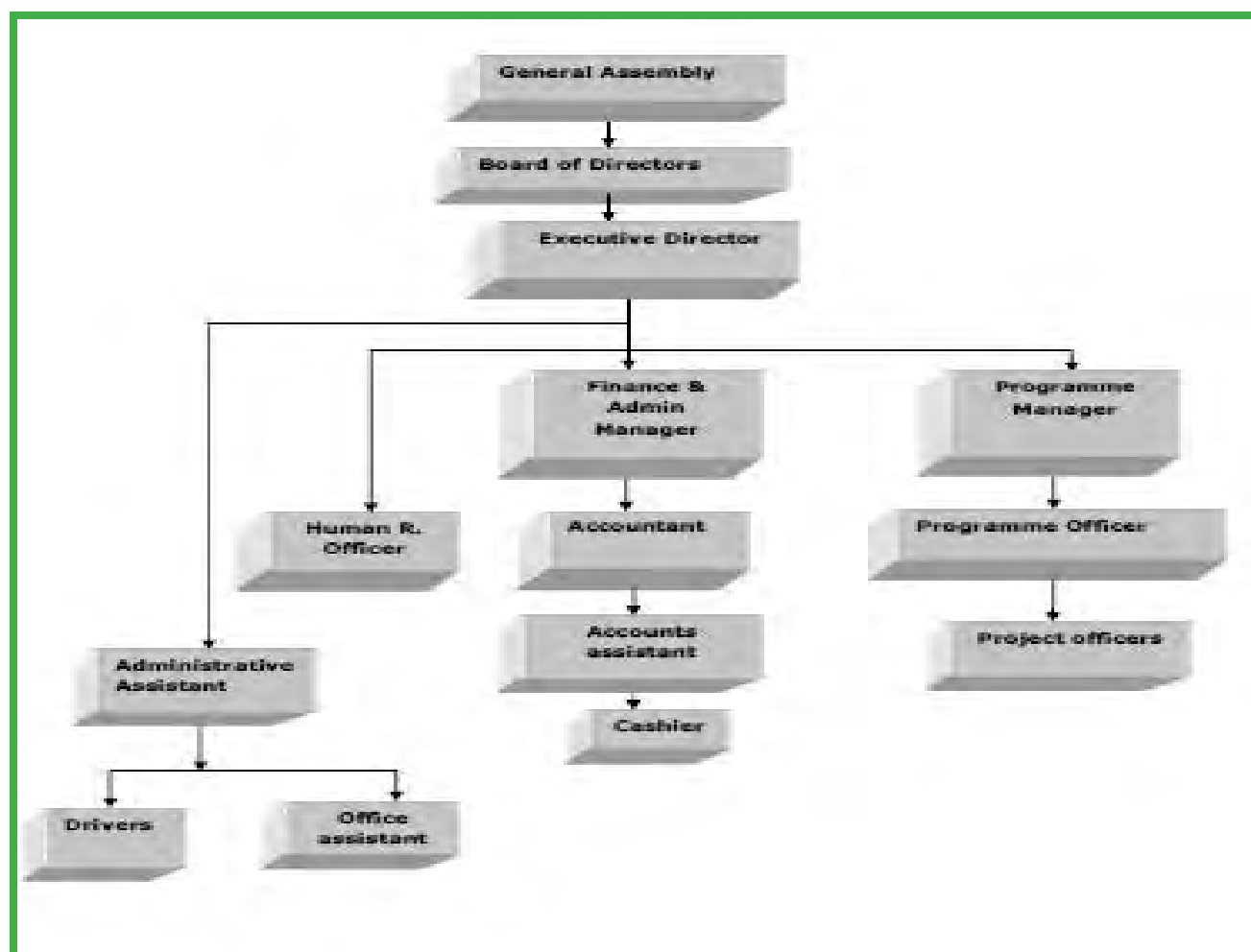
- Earned revenue shs 312,957,796, Compared to 2013 of shs 205,892,558, we realized an increase of shs 107,065,238. increase by 52%
- General and Administration expenditure shs 312,835,152, compared to 2013 shs 203,652,658, an increase of shs 109,182,494. Increase by 53 %
- Depreciation shs (2,014,739)
- Results for the year 2014 is deficit of shs(1,892,095), after considering depreciation
- Results for 2014 before considering depreciation is surplus of shs 122,644.

Source of funds

| Source of funds | 2014 | 2013 | % increase / decrease |
|---------------------------|--------------------|--------------------|-----------------------|
| Comic relief/BFD | 43,770,096 | 65,001,058 | 32% decrease |
| Swiss Contact(U) | 62,650,000 | 62,650,000 | |
| Environmental Alert | 4,000,000 | 9,984,000 | 60% decrease |
| Oxfam | 0 | 5,124,000 | 100% decrease |
| Trias | 149,396,100 | 0 | 100% increase |
| ZOA | 8,173,600 | 0 | 100% increase |
| Membership & subscription | 8,330,000 | 9,200,000 | 9% decrease |
| National Honey week | 35,395,000 | 47,705,000 | 26% decrease |
| Other Income | 1,243,000 | 6,650,000 | 80% decrease |
| Total | 312,957,796 | 205,892,558 | 52% increment |

ORGANISATIONAL STRUCTURE, LEADERSHIP AND GOVERNANCE

Organisation structure: The General Assembly is the supreme decision making organ of TUNADO. It comprises of all paid up members and convenes every year. In Accordance with the Articles and Memorandum of Association the AGM is convened within four months after the expiry of the Fiscal Year of TUNADO which is from 1st January to 31st December of every calendar year. The AGM meets to receive the Annual Report prepared by the Directors, The accounts, The Budget and Appoint and determine the remuneration of the Auditors. The AGM elects a Board (9 members with regional representation and value chain consideration) to oversee and provide strategic direction while the Board appoints the Management to execute the day to day activities on behalf of the Board. The Board sits quarterly and makes resolutions which the Management implement. At every board meeting the Management makes a report informing the Board of current status of the organisation and achievements and planned actions. The last AGM took place on the Friday, 4th April 2014 where the Board presented their Annual Report, Accounts, Budget and Appointed auditors (PM Associates Certified Public Accountants).



Financial management: Finance department is headed by a qualified accountant and assisted by a Cashier. The Accountant reports to the Executive Director who reports to the Finance Board Committee. Operating Finance policies are in place and followed. All transactions must be authorized and approved by the Accountant and Executive Director respectively. Documentation is by requisitions, payment vouchers, invoices, receipts, delivery notes, bank slips and payment cheques. Income is received through our bank accounts and cash receipts are banked. Computerized accounting system QuickBooks is used to track transactions, summarized and generate reports. Annual budgets are extracted from the strategic plan and are followed. Monthly management accounts are prepared budgets monitoring done. Annual audits are performed by a reputable audit firm to report on the activities of the organization.

Procurement and asset management: Finance and administration manager is responsible for the management of the organisation assets under the supervision of the executive director. Procurement of non-current assets is by approval of the board after comparison of 3 suppliers' quotations. Assets with a life span of more than twelve months must be capitalised. Assets include: Furniture and fittings, equipment, computers and soft wares, motor vehicles, land and buildings and lease holds. All assets must be assigned a unique number, engraved on each asset and must be insured. All assets must be recorded in the non-current asset register indicating date of purchase, amount, and their location for proper monitoring and usage. Though not in place (motor vehicles), the policy stipulates that for motor vehicles, a system of maintaining a logbook for each vehicle is in place to record purpose of movement, usage, mileage, and fuel consumption. Private usage must be charged to the concerned person. Disposal of assets is by approval of the board. Depreciation of assets is on straight line basis with 25% vehicles. Computer equipment and accessories 30%, office equipment 12.5%, furniture and equipment 12.5%, furniture and equipment 12.5%, buildings 4% and lease hold over the lease period. Physical verification of the assets must be done twice a year. For non-current assets procurement is by the executive director and must be.

Resource Mobilisation: The organisation has a strategic plan with clear vision, mission and acts as a resource mobilisation strategy. It has key result areas, indicators, activities outputs and budget. Vision: Being a vibrant membership based apex body coordinating apiculture industry in Uganda for sustainable national development. Mission: To provide a national platform for stakeholders to promote and develop economically viable and environmentally sustainable apiculture industry in Uganda. Goal: Membership representation, advocacy, lobby and apiculture promotion. TUNADO is a living institution with members who pay annual subscription (non-restricted), organising paid up events (such as honey show), has been successful in increasing partners (Government-MAAIF-UNBS, SNV, ZOA, Self Help Africa, EA, FAO, BfD, ICCO) and donor base who include Comic Relief, SwissContact and Trias.

On human resource: TUNADO has a human resource policy that stipulates recruitment, salary and remunerations (although this is clearly stated, staff still earn below the structure since most donor funded projects budgets are restricted to activities and a new strategy for projects to contribute to the concerned officers by salary structure has been adopted), staff welfare, reporting structure among others. Currently TUNADO has five full time staff headed by the Executive Director (MSc) and assisted by Finance and Administration Manager and Programmes Manager. The three are permanent employee of the organisation while other two are programme officers (1-membership development and 2-Communication, women and youth desk).

TUNADO takes advantage of its experienced members to offer hands-on training and exposures but at a cost. On several occasions TUNADO receives volunteers (non-paid) but with experience to offer services. TUNADO also receives interns whose capacity are built but also participate in the day to day activities. Where TUNADO lacks the capacity, consultancy services are solicited to backstop the staff. Below are the profiles of 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 Msc in Agroforestry majoring in commercial entomology and has several related certificates to his position. He has 9 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. Birungi Phionah) is qualified in Wood Science and Technology with a Second Class (upper) honors degree from Makerere University Kampala and holds several certificates in project planning management, monitoring and evaluation. Phionah heads the programmes department and is charged with programme development and management. Since graduation, she has previously worked mostly with the private sector at both field and managerial level. She has over six years of experience and knowledge in forestry, agribusiness management, business proposal development, work plan and budget development, monitoring and evaluation, coaching and supervision while working with people of different cultures and background. Before joining TUNADO, she worked for Mabona Agro-processors (U) Ltd, Ugaply Industries Ltd and Sustainable timber based batch production under Horizont 3000.

Finance & Administrative Manager (Ms. Sauda Babirye) holds B. Commerce and ACCA she has over 17 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, trainings and facilitation and communication skills.

Programme officer in charge of communication (Ms. Mugoya Sarah) holds a bachelor's degree in Arts with Education majoring in Literature and English Language with emphasis on language and communication skills. She is responsible for the Organisation's communications both internal and external. She has wide experience in writing reports, collating and analyzing current communiqué to ensure consistency. Sarah also has knowledge in implementing communication plans to increase brand awareness and recognition, writing press content for both local and national media, Editing and reviewing articles and reports.

Below is a list of current board of director elected in 2012 for a 5 year term during the annual general meeting;

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

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

Ms. Lakot Filder 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: Processors & Packers

Mr. Karama Farid: Processors & Packers

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

6.0 The Uganda National Apiculture Development Organization

STATEMENT OF CASH FLOWS

For the year ended 31st December
2014

Statement of Cash Flows

| | 2014 UGX | 2013 UGX |
|---|---------------------|--------------------|
| Operating Activities | | |
| Surplus of Income over Expenses | (1,892,095) | 596,156 |
| Adjustments | | |
| Depreciation | 2,014,739 | 1,490,729 |
| Bad debts | - | 31,500 |
| Cash generated from operations | 122,644 | 2,118,385 |
| Working capital changes | | |
| Accounts receivable | (571,000) | 64,138,343 |
| Accounts payable | (18,671,315) | (42,140,499) |
| Deferred income | 7,803,900 | 1,600,000 |
| | (11,438,415) | 23,597,844 |
| Net Cash Flows from Operating Activities | (11,315,771) | 25,716,229 |
| Investing Activities | | |
| Purchase of furniture and equipment | (3,750,000) | (4,790,000) |
| Net Flows from Investing activities | (3,750,000) | (4,790,000) |
| Net movement in cash and cash equivalents | (15,065,771) | 20,926,229 |
| Movement in Cash and Cash Equivalents | | |
| Cash and Cash Equivalents at start of the year | 22,383,392 | 1,457,163 |
| Cash and Cash Equivalents at End of The Year | 7,317,621 | 22,383,392 |

7.0 Outlook for the future / future plans

Now in its 11th year, TUNADO continues to provide leadership to the apiculture sector across the country representing a total of 1,200,000 beekeepers organized in 215 associations and companies that are registered with TUNADO. Below are the operational objectives for 2015 which were adopted from the strategic plan and resolutions from the apiculture multi-stakeholder platform

1. Establish TUNADO business wing
2. Increasing production of Hive products
3. Promoting appropriate Hive Technology
4. Improving and maintaining quality of the hive products
5. Increasing Access to Market Information
6. Access to Finance for Value Chain Actors
7. Develop video resources and illustrative training posters for member training
8. Mid-term review of the strategic plan 2012-2017
9. Training of trainers using the simplified beekeeping extension manual at occupational level two
10. Fast Track the National Apiculture Policy
11. Organize membership development activities such as honey week

8.0 Summary of 2015 budget high lights

| Strategic areas | Budget (UgX) | % |
|--|----------------------|------------|
| Management and administration costs | 142,300,000 | 13 |
| Monitoring Evaluation, Accountability & learning | 104,060,000 | 10 |
| Institution strengthening | 238,710,000 | 23 |
| Member servicing | 256,250,000 | 24 |
| Policy engagement and advocacy | 75,240,000 | 7 |
| High level apiculture Promotion | 237,730,000 | 23 |
| Total | 1,054,290,000 | 100 |

9.0 Summary of expected Income

| Income sources | Budget (UgX) | % |
|---|----------------------|------------|
| Membership and annual Subscription | 26,100,000 | 2.5 |
| Honey week Activities | 149,500,000 | 14.2 |
| Consultancy | 35,000,000 | 3 |
| Sale of Apiculture training and Promotional Materials | 7,000,000 | 1 |
| Income from Partners | 772,851,600 | 73.3 |
| Donations | 64,000,000 | 6 |
| Total | 1,054,451,600 | 100 |

10.0 TUNADO DETAILED WORK PLAN AND BUDGET 2015

| Description of Activity | Responsibility | J | F | M | A | M | J | Jul | A | S | O | N | D | Expected outcomes | Budget |
|--|------------------|---|---|---|---|---|---|-----|---|---|---|---|---|---|-------------|
| Management issues | | | | | | | | | | | | | | | |
| Project planning and review meetings | TUNADO | | | | | | | | | | | | | Keep planning programmes on track | 0 |
| Staff monthly review meetings | TUNADO Staff | | | | | | | | | | | | | Keep planning organisation on track | 2,400,000 |
| Collect information for all activities implemented during every quarter to feed into quarterly reports M & E for the BOD | TUNADO Staff | | | | | | | | | | | | | Necessary to inform M & E as well as information dissemination | 4,000,000 |
| Software repair and maintenance | Hire consultant | | | | | | | | | | | | | Review progress Computers serviced and connected to internet Member capacity improved | 2,000,000 |
| Support visits to members | MICTS | | | | | | | | | | | | | Operational work plan and budget | 12,000,000 |
| Formulation of budget and work plan | TUNADO | | | | | | | | | | | | | Review progress Accountability | 5,500,000 |
| Quarterly budget monitoring | TUNADO | | | | | | | | | | | | | Operational work plan and budget | 1,000,000 |
| Prepare and submit quarterly report to BOD / partners | TUNADO ED | | | | | | | | | | | | | Review progress Accountability | 1,500,000 |
| Prepare annual report | TUNADO | | | | | | | | | | | | | Accountability | 0 |
| Staff facilitation | TUNADO | | | | | | | | | | | | | Staff remunerated | 0 |
| Conduct external audit | External auditor | | | | | | | | | | | | | organizational performance & status | 109,400,000 |
| | | | | | | | | | | | | | | | 4,500,000 |

| Monitoring Evaluation Accountability and Learning | | | | | | | | | | | | | 104,060,000 |
|--|-------------------------|--|--|--|--|--|--|--|--|--|--|--|--------------------|
| MEL | TUNADO | | | | | | | | | | | Fast track progress and Identify upcoming issues | 104,060,000 |
| Institutions strengthening (TUNADO organizational capacity built) | | | | | | | | | | | | | 238,710,000 |
| Mid-term review of TUNADO strategic Plan 2012-2017 | Hire Consultant | | | | | | | | | | | Review strategic plan document | 8,500,000 |
| Organize and conduct quarterly Board meetings | T U N A D O Secretariat | | | | | | | | | | | Strategic direction & oversight to the management | 9,000,000 |
| Inception workshop with Syntra West staff | Syntra West partners | | | | | | | | | | | All staff understand Syntra West training approach | 4,500,000 |
| Staff training in GALS methodology, governance & resource mobilisation | | | | | | | | | | | | | 6,960,000 |
| Staff visit to Belgium (Syntra West) | | | | | | | | | | | | Staff exposed to Syntra West approaches | 20,000,000 |
| Follow up submitted proposals, 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 | T U N A D O Secretariat | | | | | | | | | | | P r o g r a m m e harmonisation | 5,000,000 |
| Update retrievable TUNADO membership data base | IT personnel outsourced | | | | | | | | | | | Strong Data base created for easy service delivery | 1,000,000 |

| | | | | | | | | | | | | | | | | | | | | | |
|--|---------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------|
| 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 | 8,000,000 |
| Office space, office utilities and supplies | | | | | | | | | | | | | | | | | | | | Office utilities | 16,000,000 |
| Membership recruitment and retention | TUNADO | | | | | | | | | | | | | | | | | | | Increase membership by 6% | 0 |
| TUNADO business wing | Consultant | | | | | | | | | | | | | | | | | | | Put in place guidelines on how the business will run | 15,000,000 |
| Procuring Vehicle and projector | TUNADO | | | | | | | | | | | | | | | | | | | These are important working tools | 140,000,000 |
| Member servicing | | | | | | | | | | | | | | | | | | | | | 256,250,000 |
| Organise and conduct training for ToTs along the value chain using simplified manual | TUNADO / Consultant | | | | | | | | | | | | | | | | | | | 20 trainers trained using the simplified manual | 43,600,000 |
| Capacity building of beekeepers in financial literacy | TUNADO | | | | | | | | | | | | | | | | | | | Beekeepers able to make informed financial decisions | 21,000,000 |
| Linking beekeepers to financial institutions | TUNADO, MFIs | | | | | | | | | | | | | | | | | | | Beekeepers linked to financial institutions | 90,000,000 |
| Maintain regional office in Arua | TUNADO | | | | | | | | | | | | | | | | | | | Regional office functioning | 16,000,000 |

| | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------------|
| Skill active poor, youth and women in apiculture practices along the honey value chain using farmer led extension model | TUNADO | | | | | | | | | | | | | | | | | Active poor, women and youth skilled in different apiculture practices | 36,650,000 |
| Develop a documentary on basic apiculture practices in Uganda | TUNADO / Swisscontact Uganda | | | | | | | | | | | | | | | | | Video documenting the status of apiculture in Uganda produced | 20,000,000 |
| Regional visits to members | TUNADO | | | | | | | | | | | | | | | | | Uganda produced Members needs assessed and progress Members well updated about the sector | 8,000,000 |
| Awards to the best apiary enterprise and best honey buyer | TUNADO | | | | | | | | | | | | | | | | | Members well updated about the sector | 10,000,000 |
| Organize membership activities (exhibitions and fairs) for market development and market linkages | TUNADO and partners | | | | | | | | | | | | | | | | | Increased business for member networks and business contacts | 10,000,000 |
| Follow up-MAAIF on translating & printing the simplified national beekeepers' & extension manual into six major local languages | Swiss Contact Uganda, MAAIF, TUNADO | | | | | | | | | | | | | | | | | Extension and training in apiculture enhanced | 1,000,000 |
| Policy and advocacy. Engage government and other stakeholders | | | | | | | | | | | | | | | | | | TUNADO playing its coordination role | 75,240,000 |
| Followup on MSP recommended action points for 2015 | TUNADO & stakeholders | | | | | | | | | | | | | | | | | High apiculture coordination | 3,000,000 |
| Organize and conduct national Apiculture MSPs | TUNADO Secretariat | | | | | | | | | | | | | | | | | Make informed decisions | 10,240,000 |
| Organise and conduct regional Apiculture MSPs | TUNADO Secretariat | | | | | | | | | | | | | | | | | information on apiculture development shared | 10,000,000 |

| | | | | | | | | | | | | | | | | | | | |
|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------------|
| Lobby financial institutions to develop appropriate financial product | TUNADO | | | | | | | | | | | | | | | | | Value for money on investment realized | 8,000,000 |
| Advocate for integration of bees in agriculture cropping systems as pollinating agent | MAAIF, TUNADO & Partners | | | | | | | | | | | | | | | | | Increased farm productivity and bee colonies | 32,000,000 |
| Team up with other stakeholders to follow up on Draft National Apiculture Policy and lobby MAAIF to have it tabled in parliament | TUNADO | | | | | | | | | | | | | | | | | Policy briefs, NRMP implemented and National Apiculture Policy put in place | 1,000,000 |
| Improve quality of hive products by finalising and operationalizing standard operating procedures | TUNADO, Trias & MAAIF | | | | | | | | | | | | | | | | | SOPs finalized and operationalized | 10,000,000 |
| Collect samples and submit them to MAAIF for national residue monitoring plan | TUNADO, MAAIF, Beekeepers | | | | | | | | | | | | | | | | | Samples analysed for NRMP | 1,000,000 |
| High level apiculture promotion (Collect and publish information to all apiculture stakeholders) | | | | | | | | | | | | | | | | | | Relevant information accessed by all stakeholders | 237,730,000 |
| Continue publishing & circulating TUNADO's Quarterly newsletter | TUNADO Secretariat | | | | | | | | | | | | | | | | | Increased visibility for TUNADO, activities and services nationwide. Publicity of the sector | 9,000,000 |
| Apiculture outreach to tertiary institutions | TUNADO | | | | | | | | | | | | | | | | | Informative website for interested parties in Ugandan Apiculture sector | 16,000,000 |
| Continue updating the website with relevant information | TUNADO Secretariat/ IT personnel outsourced | | | | | | | | | | | | | | | | | Informative website for interested parties in Ugandan Apiculture sector | 1,200,000 |

| | | | | | | | | | | | | | | | | | | | |
|---|--------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----------------------|
| Media campaigns (newspaper articles, radio talk shows) | TUNADO and media | | | | | | | | | | | | | | | | | Increased Stakeholders' Information access | 10,000,000 |
| Producing a basic apiculture training documentary | TUNADO Secretariat | | | | | | | | | | | | | | | | | Motivate the young generation to join apiculture | 31,730,000 |
| Participate in Apimondia, Agriprofocus events, Annual agricultural market event | TUNADO | | | | | | | | | | | | | | | | | Apiculture promoted | 40,000,000 |
| Organise and conduct national honey week | TUNADO | | | | | | | | | | | | | | | | | Exchange contacts and market linkages created | 101,000,000 |
| Printing promotional materials such as brochures, posters, calendar, TUNADO sign post and plaque with TUNADO's policy statements. Attend 'partners' days e.g. USSIA day | TUNADO | | | | | | | | | | | | | | | | | TUNADO's profile raised | 15,000,000 |
| | TUNADO | | | | | | | | | | | | | | | | | Promote apiculture | 8,000,000 |
| Participation in regional workshops and events | TUNADO members | | | | | | | | | | | | | | | | | Publicity of sector | 2,000,000 |
| Participation in national shows and event | TUNADO | | | | | | | | | | | | | | | | | Products showcased | 3,000,000 |
| TUNADO ED trip to UK for Common wealth fellowship | BfD/TUNADO | | | | | | | | | | | | | | | | | TUNADO ED management capacity enhanced | |
| Total | | | | | | | | | | | | | | | | | | | 1,054,290,000 |

11.0 Expected Income For 2015

| | ITEM | QTY | PRICE | AMOUNT (shs) |
|----------|---|-----|-----------|--------------------|
| A | Membership and Annual Subscription | | | |
| | Membership | 50 | 100,000 | 5,000,000 |
| | Annual Subscription | | | |
| | Associations/Companies | 45 | 200,000 | 9,000,000 |
| | Groups | 46 | 100,000 | 4,600,000 |
| | Individuals | 150 | 50,000 | 7,500,000 |
| | Sub total | | | 26,100,000 |
| B | Honey week Activities | | | |
| | Stall sales | | | |
| | Single stalls-TUNADO Members | 100 | 150,000 | 15,000,000 |
| | Double stalls-TUNADO- Members | 20 | 250,000 | 5,000,000 |
| | Single stalls-Non Members | 15 | 300,000 | 4,500,000 |
| | Double stalls-Non Members | 10 | 500,000 | 5,000,000 |
| | | | | 29,500,000 |
| | Sponsorship | | | |
| | Platinum | | | 50,000,000 |
| | Gold | | | 35,000,000 |
| | Silver | | | 20,000,000 |
| | Bronze | | | 15,000,000 |
| | | | | 120,000,000 |
| | Subtotal | | | 149,500,000 |
| | | | | |
| C | Consultancy | | | |
| | Writing business proposals-Members | 5 | 2,000,000 | 10,000,000 |
| | Writing business proposals-Non Members | 3 | 5,000,000 | 15,000,000 |
| | | | | 25,000,000 |
| | Training | 5 | 1,500,000 | 7,500,000 |
| | Due diligence | 5 | 500,000 | 2,500,000 |
| | | | | 35,000,000 |

| | | | | |
|----------|--|--|--|----------------------|
| D | Sale of Apiculture training and Promotional Materials | | | |
| | Training Materials | | | 1,200,000 |
| | T-Shirts | | | 5,500,000 |
| | Stickers | | | 300,000 |
| | Sub total | | | 7,000,000 |
| | | | | |
| E | Income from Partners | | | |
| | Oxfam | | | 490,670,000 |
| | Trias | | | 240,001,600 |
| | SwissContact (U) | | | 42,180,000 |
| | Sub total | | | 772,851,600 |
| | | | | |
| F | Donation | | | |
| | Miva | | | 64,000,000 |
| | | | | |
| | Grand Total | | | 1,054,451,600 |

Annex 1: Audited Books of Accounts



PICTORIAL





