

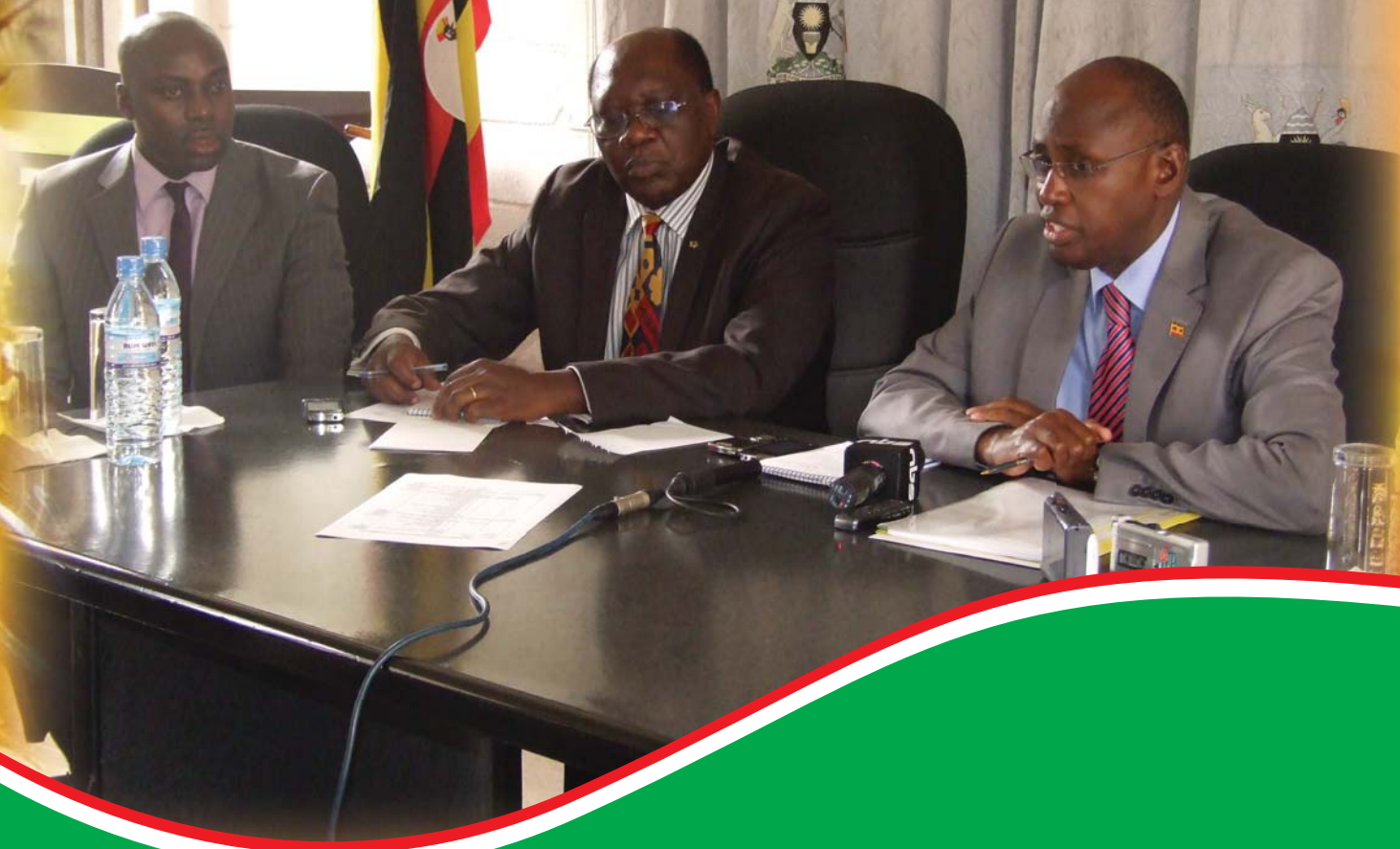


TUNADO



# TUNADO ANNUAL REPORT

# 2012



# The Uganda National Apiculture Development Organisation (TUNADO)



# 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 thank you most sincerely for the support you have given me and my colleagues on the Board and Management in the past year since this Board came into the office. We could not have achieved our objectives without your unwavering support and dedication. Your support and keen interest in the activities of support has been our source of strength and inspiration. I thank you all once again for your continued interest in the activities of TUNADO and particularly warmly welcome the new members who have joined us over the last one year.

It is my great pleasure to present TUNADO's Annual report for 2012 to you. The report highlights TUNADO's achievements, challenges of 2012 and key planned activities for the year 2013.

I feel pleased to report to you that the year 2012 was a major turning point for TUNADO, it allowed the organization to grow on firm grounds and thus establishing itself as a recognized apex body, determined to foster her vision of "Being a vibrant membership based apex body coordinating apiculture industry in Uganda for sustainable national development". This will be achieved through policy advocacy and lobbying government and development partners for a favourable beekeeping business environment, membership services, high level apiculture promotion and capacity building. In 2012, TUNADO

continued to build healthy relationships with her strategic partners, without whose unfailing support, it would have been an uphill task for TUNADO to grow and execute her mandate of apiculture sector coordination.

The current and former BoD of TUNADO all under my leadership continued to provide an oversight function and strategic direction for the organisation which has made it possible for the management to implement activities as planned. I thank the lean and efficient management under the leadership of the Executive Director Mr Biryomumaisho. Whereas it is true that TUNADO has few staff, they remain dutiful and determined to steer the organisation's objectives thanks to Ms. Mable Charity Namala (Programme Manager) and Ms. Sauda Babirye (Accountant). You have done TUNADO a great work. To members of TUNADO without you TUNADO is no more and meaningless, we are very proud of you. The support (both hands-on and subscription fee) make

TUNADO shine and move a step to high levels. All the efforts combined, have made TUNADO a premier organization, capable of championing the needs and aspirations of the poor beekeepers to take control of their development and economic destiny through increased access to extension services/technical assistance, financial resources, market and market information. Only one million two hundred smallholder beekeepers have taken responsibility to feed more than 32 million Ugandan population and those in neighbouring countries. Yet they do so amidst other well supported competing agriculture enterprises (maize, coffee, cotton, dairy, oil seeds, pulses, cassava, etc), without access to high quality beekeeping equipment. They do so without access to reliable technical support/ training and extension services, they do so without access to established markets and vital financing mechanism. They do so with decreasing bee forage. And they do so within global trade regimes of pesticides, insecticides that kill bees and those which work against African beekeepers and narrow their market op-



portunities.

Therefore, TUNADO will and must work to ensure that Uganda's apiculture value chain actors expressly the smallholder rural beekeepers, most of whom are old women and men, are able to access the right beekeeping equipment, better extension services/technical support, favourable policy framework, information, market opportunities and financing models needed to boost productivity per hive and apiary so that in the seasons and years to come, they ensure increased household's incomes, employment (particularly youth) national food security and national economic development.

TUNADO in conjunction with all apiculture players must develop innovative programs and work with the GOU on policy reforms that will not only ensure apiculture advancement, but will also lay the basis for apiculture business development. Most pressing policy issues include national apiculture policy, implementation of National Residue Monitoring Plan, illegal taxes charged by URA on beekeeping inputs, budget allocation and government agriculture priority enterprises that exclude apiculture in agriculture sector DSIP (Development strategy and Implementation plan). Unless we become committed and lobby government to have the above things done as soon as possible, the sector risks worsening apiculture sector that cannot cause positive change.

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 2012 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.

It is of no doubt that TUNADO'S projects initiated and funded in FY 2012, 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 better performance year after.

A handwritten signature in black ink, which appears to read "Jurua Jackson".

Jurua Jackson

Director:  
Date : 14/03/13  
By Order of the Board

## 2. Management Staff

### *Biryomumaisho Dickson*

#### *– Executive Director*

Dickson holds first class Degree in Community Forestry & Msc Agroforestry (majoring in entomology economics-useful and edible insects) all of Makerere University Kampala Uganda. He is a person of mature mind, High integrity, Hard-working, Team player, with good communication skills, self-motivated Independent, result-oriented personality with high performance goal to take initiative with people of different background, sex and age. He has for seven years worked at managerial position managing both private companies and membership NGOs at local and national level. Biryomumaisho has research and analytical abilities, progressive community forestry skills, extensive knowledge on organizing multi-level national and continental events, generating market information and product development in apiculture/beekeeping, agriculture, forestry and natural resource value chains. 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. Biryomumaisho has experience in managing, supervising, mentoring and strengthening staff to build team to achieve high level institutional performance. Biryomumaisho has provided consultancies to local, national and international organisations such as Bees For Development Uk, Esco Kivu, AgroEco Louise Block Institute, The New Forests Company, FIEFOC, JESE, NORAD-Makerere Projects and has built capacity to a number of SMES in organisation and institution development. Before joining TUNADO as Executive Director, Biryomumisho had worked as Executive Director for Forestry and Environmental Development Network, Natural Enterprises Development (Chief Technical Advisor), Rial Seeds (Technical advisor) and APAS consultancy ltd (Managing Consultant).

## 3. Namala Mable Charity

### *– Programme Manager*

Namala Mable Charity is qualified in community forestry with a Second Class (upper) honors degree and is currently pursuing a Master's degree in agribusiness management of Makerere University-Kampala. She has six year vast experience in both CSOs and private sector. Before joining TUNADO as Programme Officer, 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, Business development services, quality management system standards- ISO 9001:2008 certified, market information services, Internal Control Systems). She has on several occasions provided consultancy services to both local and international organizations of UNCTAD, ILO YEF, EPOPA –SIDA, Danish Embassy (B2B programme) & in DRC with Esco Kivu under GIZ project.

### *Sauda Babirye*

#### *- Finance Administrator*

Sauda Babirye is an accountant by profession with a bachelor of commerce degree (majoring in accounting) of Makerere University-kampala and ACCA Cetificate. She has a wide experience in corporate finance management and project financial management in both private and public sector. She has worked in several organizations including Uganda Railways Corporation, DFM Financials-Kampala, Total care Ltd-Kampala, Pure Products ltd-Kampala. She is experienced in financial management and reporting, Tax advisory services, business and project appraisals. Currently Sauda is charged with responsibility of managing TUNADO finances and is proud to serve apiculture family.



## 3. Details of the activities and achievements of the year 2012

### 3.1 Policy engagement and advocacy

TUNADO as an apex body continues to strengthen apiculture stakeholders' to engage in policy processes where collective action is desirable and adds value. During the year 2012 TUNADO created regular fora and platforms for apiculture value chain actors to stimulate collective reflection, renewal, strategies and action on crosscutting socio-economic and political issues of interest to apiculture industry development.

Key objective: To offer interactive reflection space for the effective coordination of collective policy engagements by stakeholders on apiculture issues with state and non-state development agencies. Advocate and lobby for creation of enabling environment for TUNADO members to do apiculture business.

*In this regard, TUNADO;* Several partnership meetings were organized and conducted with a number of development partners with whom (BfD, FAO, Swiss Contact, Environmental Alert, SNV, NAADS, ZAO, Oxfam, Apitrade Africa, SHA, PSFU) TUNADO increased and strengthened her relationship. The above collaboration with partners increased TUNADO's resource base to implement activities that would be impossible particularly regional and national stakeholders meetings, strategic plan 2012-2017 development, honey week as detailed below. It is not debatable that TUNADO's visibility has increased and her relevancy in apiculture sector development is felt by Government, CSOs, Pri-

vate Sector and primary apiculture value-chain actors.

*"collaboration with partners increased TUNADO's resource base to implement activities that would be impossible particularly regional and national Apiculture multi-stakeholders' platform.."*

Uganda Revenue Authority has for several times attempted to impose tax on value added hive products such as honey and other apiculture equipment. During the year under review, TUNADO advocated and created more awareness to stakeholders that apiculture equipment fall under agro-inputs and that value addition of honey is zero rated and therefore attracts not tax. In the same spirit, a number of meetings were conducted with URA Tax investigation department in quest to establish how apiculture value chain actors can benefit from tax exemptions as well as tax awareness raising. On 15/03/2012, URA and TUNADO agreed that as way forward in year 2013, TUNADO together with URA conduct awareness campaign to apiculture value chain actors on tax related issues.

Although, Ugandan hive product export is not yet fully realized, TUNADO continues to engage with Government (Uganda Export Promotion Board) on National Export Strategy to ensure that honey and other hive products are prioritized. As such TUNADO participated in National Export Strategy review for natural ingredients (20/02/2012) where honey is categorized. In this meeting TUNADO was able to point out the bottlenecks affecting the sector to export and achievements so-far made in the apiculture sector. Interestingly under this category, honey sector was considered developed

with high potential for export.

TUNADO held a total of four meetings with Ministry of Agriculture Animal Industries and Fisheries all chaired by Hon. Minister Bright Rwamirama and the technical staff in attendance to discuss issues of implementation of the National Residue Monitoring Plan, National Apiculture Policy and the Memorandum of Understanding. This resulted into a new draft of Memorandum of Understanding that is currently undergoing government approval processes before signing by ministry, and a directive by the minister to technical staff to prepare a memo to present the policy to the cabinet and also request for funds for the National RMP

A position paper justifying the need for the government to implement the National Residue Monitoring Plan was developed and a team of five members (Mr. Bosco Okello, Mr. Biryomumaishe Dickson, Mr. Ainebyona Clives, Mr. Jackson Jurua and Ms. Margret Ogaba) was able to meet Minister (Hon. Bright Rwamirama) high on Agenda was National Residue Monitoring Plan where the team presented a policy brief highlighting its importance and justifying its relevance for keeping Uganda on the list to export honey to EU as well as renewing the MOU of TUNADO with MAAIF. In response, Hon. Minister assigned Commissioner for Livestock-MAAIF to write to E.U requesting for grace period as the ministry mobilizes funds which was done (This made it possible for Uganda to remain on the list). Consequently, State Minister MAAIF Hon. Bright Rwamirama made statement that was aired on government national TV (UBC) and others (WBS and NTV) to the public assuring beekeepers that government will avail money for the NRMP and that government cannot afford to lose this opportunity. In similar way, he promised that the ministry will push for the national apiculture policy which has been in draft form since 2004. We all need to combine hands and continue mounting pressure on MAAIF to create annual budget

line for NRMP and put in place National Apiculture Policy. By the end of 2012 funds had been released for analysis of the honey samples of 2010, 2011 and 2012. Results of the analysis are expected early 2013.

*Following the end of year national Apiculture Multi-stakeholders' platform in 2011 that gave TUNADO a mandate to coordinate MSP for year 2012, TUNADO in conjunction with MSP members (BfD, SCU, SNV, BfD EA, FAO, VECO, IUCN, Kilimo Trust, MAAIF, AA) was able to conduct a total of 7 MSP workshops/meetings at both regional and national level. At national level two MSPs were conducted*

1) TUNADO organized five different regional grass-roots consultative meetings (South West-Kabale-23/01/2012 with support from FAO, Mid West –Kabarole-22/02/2012 with support from SNV, West Nile – Arua-09/02/2012 with support from FAO SNV, far North West-Moyo-29/02/2012 with support from Environmental Alert and Central region in Luweero on 13/03/12 with support from SCU) a total 207 beekeepers, local authorities and development partners participated. In these meetings, beekeepers views were solicited to inform TUNADO's five year strategic plan as well as needs assessment on how to help beekeepers upscale production and reap heavily from apiculture enterprise

2) On 5-6 June 2012 an MSP was held at National Farmers Federation Hall and was financially supported by BfD, Swiss Contact Uganda, SNV and FAO and attracted over 80 participants in the sector. The MSP workshop objectives were; 1) To generate clarity on what models/approaches work for the honey sector in Uganda and 2) To provide a clear description that clarifies which beekeeping technologies work best



for the Ugandan beekeeper.

3) On 6-7th December 2012, an end of year MSP was held at National Farmers Federation Hall in collaboration with Swiss Contact, Bees for Development, SNV and Oxfam. Objectives of the end of year national apiculture MSP 2012 were:- a. To review key milestones of the sector with a focus on resolving the appropriate hive technology, harmonising extension models, up scaling the harmonised manual by MAAIF. b. To set sector priorities for 2013. Based on the lessons of 2012, what should be the strategic focus for 2013? c. To agree on transitional modalities for the leadership of the MSP. A total of 55 participants attended the workshop.

TUNADO's organizational capacity has greatly improved and this is evident by the fact that TUNADO is always invited for high profile paid up events (PSFU paid \$400 for two TUNADO delegates) like COMESA business forum (held at Munyonyo Country Speke Resort, 19-23/11/2012) where the Chairman and ED represented TUNADO. In the same way TUNADO lobbied Uganda Women Entrepreneurs' Association to support (500 dollars) one member of TUNADO Natural Basket Uganda (Morie Honey brand) to exhibit during the COMESA meetings that attracted over 19 participating countries. TUNADO was among 100 farmer organisations that participated in Uganda National Farmers Federation meeting (held at African Hotel 14th Nov, 2012) to deliberate Oil and Gas development visa vi agriculture sector in Uganda.

## 3.2 Member servicing

This aims at providing general and tailor-made information and support services to a range of service subscribers, relevant to their work and

programming.

**Key Objective:** To provide general and tailor made researched information and member welfare support services; to inform their interventions and enhance their capacities.

### **In the year 2012, TUNADO did the following to contribute to the above strategic objective;**

In the past year three quarterly Api-news-letters issues were published and articles were collected from various members and stakeholders. For each issue, 1000-1500 copies were printed and distributed to members and the general public. Through this members have been able to advertise, secure market information and business contacts that have improved their business.

***TUNADO held a meeting on 12/01/2012 with Dr. Kajobe (member and beekeeping research-PhD) and Mr. Mugisha Elly (Member and beekeeper with over 30 years' of experience) to update data for Grameen Foundation's beekeeping component under agriculture call centre. This has resulted in creating an e-information for apiculture enterprise which can be accessed by rural beekeepers through phones of Community Knowledge Workers (CKWs)***

TUNADO and MAAIF (taking the lead) organised and launched the National Beekeeping Training and Extension manual on 13/07/12 at Fair Way Hotel where Honourable Minister Bright Rwamirama officiated at the occasion. During the event the Chairman TUNADO also made a presentation on TUNADO's position on apiculture development. The Ministry then assigned TUNADO with responsibility to distribute the manuals to the different beekeepers across the country. So far a total of 100 manuals have been distributed to the trainers. In addition, TUNADO, MAAIF and other partners



are working out plans of simplifying the manual and translating it into five local languages.

There were engagements with Oxfam which are aimed at encouraging private sector to invest in apiculture business in Karamoja region. In this effort, Oxfam partnered with TUNADO at a national level supporting the end of year MSP where members had an opportunity to come and share experiences in the sector.

TUNADO signed an MOU with AFRISA, where plans are underway to conduct joint trainings from apiary management to branding and marketing. TUNADO members are set to benefit as trainers of trainees in this arrangement.

TUNADO held a meeting (6/11/2012) with QUISP-ministry of trade project in quest to consider SMEs in honey industry and it was agreed that QUISP would help about 4 companies to successfully pass through certification process and acquire UNBS Q or S mark. However, TUNADO was asked to push through Livestock department in MAAIF for the process to be expedited quickly. Efforts are underway to convince the MAAIF to take action.

TUNADO held a meeting (15/11/2012) with LGT venture Philanthropy who are potential partners considering to venture and support apiculture sector. Information was provided to them on state of apiculture sector in Uganda including challenges and areas of intervention.

Information on different packaging materials and suppliers was collected during a mini-survey (May-June, 2012) which showed that Afroplast is the major supplier of the packaging materials. The manager Afroplast met the processors and packers who aired out the challenges on the packaging material which he promised to rectify. Some members (e.g. Rosemac wine) were also able to secure business for some products which they did not have before.

A needs assessment was carried out (Jan-April,

2012) and a report published, this aimed at getting information on how key interventions for farmers should be designed as well as ensuring priority is given to what the beekeepers really need. The assessment showed that the major challenges of the members were apiary management, market information and financing. With this TUNADO is able to advise development partners on how to design apiculture related interventions.

***TUNADO wrote 13 proposals for members and they were able to get funds to enable them attend the honey week event (27/08 – 1/09 2012) successfully. The funds benefited members coming from the PRDP regions (JLLIMA Holdings, Kitgumu Women Beekeepers Association, Etori Apiculture Association, KACODA Enterprises Ltd, Kitlam Beekeepers Coop society, Moyo Bee Product, Mt Elgon Beekeeping Community, Aine've Investment Ltd, Gates Honey, Arua Moyo Nebbi Beekeepers Association, Blessed Bee for Life, ELOHACOPO Foundation and Tororo District Bee farmers Association).***

TUNADO ably mobilized resources, organized and led a members' delegation of 30 participants to Ethiopia to attend the continental exposition (26th-29th, September, 2012) where Uganda emerged 2nd best overall. TUNADO secretariat was represented by the Accountant (Sauda Babirye) and participating TUNADO members were; JLLIMA Holdings, Kitgumu Women Beekeepers Association, Etori Apiculture Association, KACODA Enterprises Ltd, Lira Bee Cluster, Mt Elgon Beekeeping Community, Aine've Investment Ltd, Gates Honey, Bee Village and Tropical Beekeeping Institute, all assisted by TUNADO to prepare winning proposals that enabled them get funding from PSFU and Swiss Contact Uganda. Other assisted organisations that participated under TUNADO/Ugandan pavilion paid up stalls included Bee Natural Uganda, Golden Bees, Aryodi Bee





Farmer, AFRISA and Bunyangabo Bee Keepers Cooperative. The above companies were supported by Bees for Development, SNV, PSFU and Swiss Contact Uganda.

TUNADO helped Jambo honey ltd develop a wining proposal to PSFU-BUDS/DFID fund that enabled the C.E.O Mr. Jackson M Jurua who by coincidence is the chairman TUNADO BOD to secure a business visit to UK ( October , 2012) where he was able to attend The National Honey Show 2012 at St Georges College in Weybridge. In the same way TUNADO recommended and supported two (Ms Alice and Margret) others to attend The National Honey Show 2012. The Chairman used the opportunity to create useful networks with leaders of Apiculture organizations in other countries of the world and visit the offices of BfD in Monmouth Wales where he held meetings with likely funders (The Welsh Assembly Government ,Waterloo Foundation and Comic Relief); Professional Beekeepers and one of the biggest importers of African honey and hive products Tropical Forests.

There was a partnership meeting with AFRISA, TUNADO and SNV (16/07/2012) on how to improve production looking at the hive technologies. Given the fact that SNV was already promoting transitional hive, the meeting recommended the idea of sending a delegation of beekeepers to Ethiopia as a means of establishing fact's behind transition hive and high honey and beeswax volumes produced in Ethiopia. As a result the delegation was sent and the findings were shared in MSP and a recommendation made that SNV and AFRISA jointly collaborate and carryout action research on the hive technology before its popularization.

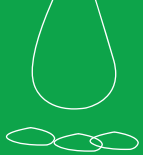
TUNADO continues to be one stop information reference centre for apiculture for example in the year under review, TUNADO held a meeting (17/11/2012) with Ms Noemie of Miel Maya Honey a Belgian company to deliberate on issues affecting beekeepers in Northern Uganda and based on our discussion she was convinced

that there is a need to continue extending support for beekeeping to KITLAM a beekeeper's cooperative in Kitgum. TUNADO continues to respond to a number of mails and phone calls and about 20,000 persons visited TUNADO website in 2012. By close of the year TUNADO had recruited a total of 100 members making the membership base of the organization at 165 members.

### 3.3 High level apiculture promotion

To promote apiculture in Uganda and beyond TUNADO successfully organised Honey week event 2012 which took place on 27/09 – 01/09 2012, under the theme; “Beekeeping a leverage for National Income and Food Security” at Forest Mall Lugogo. The event activities included; press conferences, Charity walk, hive products (honey & propolis) donations to Mulago, satellite exhibitions at supermarkets, radio talk-shows and the main exhibition. The event attracted 54 exhibitors and 8,000 guests and was supported by BfD (under UHTP 2010-2014- a Comic relief funded project), NAADS, PSFU, Self Help Africa, SNV, Swiss Contact Uganda, Environmental Alert, ZOA and FAO. The event increased publicity of the sector and different members have testimonies in this regard to the benefits they got. The event was graced by two state Hon. Ministers i.e Hon. Minister Bright Rwamirama (MAAIF) and Hon. Rose Namayanja (Minister in Prime Minister's Office in charge of Luwero Triangle).

TUNADO has been able to reach over 30,000 people through the honey week event activities such as the media, the main exhibition event and satellite exhibition. As a result there are increased visits and calls to the office to know more about the sector, and how they can join TUNADO. More people got to know about honey and the other hive products.



TUNADO members from Kitgum were featured in television documentaries on National TVs (NTV on 6th Nov, 2012 in 9:00 news) showing apiculture production which increased publicity of the sector encouraging people to consume honey as well as join beekeeping activities. TUNADO assisted some members to travel to api-expo in Ethiopia to attend a continental show (26th -29th Sept, 2012) that happens bi-annually in one of AA member states. Here the members were able to show case Ugandan products as well as attract business for the products that were exhibited during the expo. In addition four members were also assisted to attend the National honey show in UK.

*Information on the different honey brands across 44 supermarkets in the major towns in the regions of the country was collected. Data was entered and analysis and report production and publication is still waiting. The report will be shared with the stakeholders to understand the market share of Ugandan honey.*

A pre-survey on enturire (local brew made using honey) was done in Kabale (27-30/09/12) and Kamwenge (01/-04/10/12) to understand the dynamics in the industry as well as getting information to assist in developing the data collection tools. The study will inform beekeepers on the alternative business that beekeeping can contribute to.

## 3.4 Institutional strengthening

### Governance, Strategy Implementation and M&E

#### Key Objective:

Strengthen institutional organs and systems to ensure continuous learning, an effective, trans-

parent, democratic and accountable TUNADO

#### To contribute to this strategic objective the following activities were performed;

TUNADO hired the consultant to develop operating manuals mainly human resource, financial and procurement manuals. Consequently, the BOD appointed TUNADO members to review the draft manuals and a three interval meeting (4th, 5th and 10th Jan, 2012) was conducted to discuss the documents and the outcomes were the final drafts of human resource manual, procurement, financial manual and articles of association. The documents were finalized and approved by the BOD meeting (3/5/2012) in line with 4th AGM resolution that mandated the BOD to put in place TUNADO operating documents. The documents are operational and guide the day to day running of the organization.

The AGM was held in 07/06/2012 as well as elections conducted where a new BOD was elected democratically and assumed office. Below are members of the new BOD;

#### Mr. Jurua Mcpeace Jackson:

- Re-elected Chairman and also representing West Nile Region

#### Ms. Evas Mugabi:-

Elected Vice Chair person and also representing South Western

#### Mr. Biryomumaisho Dickson:

Secretary to the Board by virtue of his position as ED TUNADO

#### Ms. Lakot F Mary:

- Elected Director Mid Northern Uganda

#### Mr. Oluga George:

- Re-elected Director North Eastern

#### Mr. Kisaali Bosco:



- Re-elected Director Eastern  
**Mr. Kanyike Charles:**
- Re-elected Director Central  
**Mr. Tunanukye George:**  
Elected Director Mid-Western
- Mr. Ainebyona Clives:**
- Elected to represent Packers and Processors  
**Mr Karama Farid:**
- Elected to represent Packers and Processors

The new Board was given orientation training (12 -14/07/ 2012) in introduction to basic internet operations by Mr. Ainebyona Barnett of Makerere ICT Solutions; in Governance by Mr. John Marie Kyewalabye of PSFU, and in Interpreting Financial Statements and Resource Mobilisation and managing Personal Finances by Ms. Ruth B. Musoke, Director Membership services at the PSFU. From the feedback form, it is evident that the participants were happy with the content, presentations, and it is hoped that the knowledge gained will be put to good use for the benefit of TUNADO.

The new BOD held their first BOD meeting on (05/12/ 2012) where they discussed the agenda for the BOD which included; Make regional reports about the constituency, Identify development partner/ funders meet them and share information on the apiculture Sector, Build network through attending district and other meetings and host the Parliament Sectoral Committee on Agriculture and Natural Resources to share about policy issues. The agenda was set to start in January 2013.

The secretariat staff undertook a training in M&E (February 6, 13 & 20, 2012) and are now in position to hold monthly management meeting, make plans for the upcoming months as well as prepare monthly activity and financial reports for the organization.

During the AGM, amendments to TUNADO's articles and memorandum of Association were

approved and these amendments were filed with registrar of companies.

## Strategic Plan

In 2012, TUNADO made a remarkable achievement of developing and putting in place strategic plan 2012-2017. The process of making the strategic plan was highly consultative and participatory in nature that involved regional and national MSP, needs assessment and literature review. We are proud to report that TUNADO now has a working document that guides day to day activities.

## On human resource

For the first time, TUNADO formally appointed a substantive Executive Director (Mr. Biryomu-maisho Dickson) and other two senior staff the Programme Manager (Ms. Mable Charity Namala) and the Accountant (Ms. Sauda Babirye). TUNADO now has two fulltime staff, one part staff and one Volunteer.

TUNADO was also able to grow her partners list of development partners from 4 to 10. At this point we are proud to mention partners that have supported TUNADO in one way or another and these are:- BfD, MAAIF, NAADS, SHA, SCU, FAO, ZOA, SNV, EA, PSFU, Oxfam, and IGCP.

## ANNUAL PROJECTED INCOME AND EXPENDITURE Income (2013)

INCOME SOURCE (YEARLY PROJECTION)	AMOUNT
Membership dues	16,500,000/=
Contribution from providing relevant information & technical service	39,000,000/=
Contribution from promotion events	50,110,000/=
Funds for Advocacy and Lobbying from Government	20,000,000/=
Contribution from donor funded projects for promotion of Apiculture	100,000,000/=
<b>Total</b>	<b>225,610,000/=</b>

## Expenditure (2013) as per strategic plan; See detailed budget Annex 1

PROGRAMME AREA EXPENDITURE	2ND YEAR
Policy engagement & advocacy	15,050,000/=
Membership servicing	75,000,000/=
Apiculture promotion	45,000,000/=
Institutional strengthening	90,560,000/=
<b>Total</b>	<b>225,610,000/=</b>

## Key Challenges to date

1. To-date, the sector still lacks the national apiculture policy. This makes it difficult for the sector to grow without clear guideline.
2. Majority of the Ugandan populace have very limited apiculture understanding and because of that, there is limited appreciation by general public about apiculture's potential to economically transform the nation
3. The sector suffers under funding right from the central Government to local Government level and the same applies to the private sector and other non state agencies.
4. Beekeeping has been left to small scale farmers to try on their own with limited on no extension services in some areas.
5. Information and data on apiculture in Uganda is still scanty and this affects the sector growth
6. Although TUNADO has got competent staff, it is also true that there are only two fully appointed staff and one per time staff and this sometimes makes it difficult to deliver services to members and the apiculture stakeholders as well in time.
7. TUNADO's resource envelope is still small to cover all her expenses and there is a need to device means to increase on internally generated funds next year and years to come since donor funds are not sustainable. Due to limited funds TUNADO has not reached all apiculture stakeholders
8. There is also limited logistical support to the secretariat particularly transport facility that would ease staff to perform their duties.



We are sure that given the strategic plan and the recognition TUNADO continues to gain, the above challenges will be overcome in next year and years to come.

## Planned sector activities 2013

1. Increase production of honey and other hive products. The current levels of honey production nationally are still low and therefore cannot satisfy the growing markets. Sensitization & awareness
2. Action research on performance and Up scaling the adoption and use of transitional bee hive alongside local hives. Transitional bee hives are more affordable and more sustainable.
3. Planting bee forage, this is because bees need both natural and planted forage to produce honey.
4. Up scaling the generic beekeepers extension manual and translation of the extension manual in 6 major local languages. Up-scaling of the farmer led extension model.
5. Policy advocacy ( Apiculture policy, National RMP, Taxes, etc)
6. Enrich the honey week. The Honey week is an annual event where processors and other actors in the apiculture sub sector show case their products to the public.
7. Strengthen the apiculture sub sector leadership: Articulate the rationale of MSP (governing the MSP for sustainability and equity), the principles of MSP (the dynamics of transformative change) and how to practice MSP (how to design and facilitate MSPs).
8. Increase private sector involvement in the Apiculture Subsector. In order for the apiculture sub sector to grow, the private sector must lead the transformation process.
9. Generate a comprehensive baseline data about the apiculture sub sector.

## 4. Audited Books of Accounts

### COMPANY INFORMATION

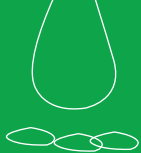
**BOARD OF DIRECTORS** Mr. Jurua M. Jackson – Chairman/Director west Nile  
 Ms Evas Mugabi – Vice Chairperson  
 Ms Tunanukye George-Director mid western  
 Mr. Kanyike Charles-Director Central  
 Mr. Karama Farid-director- Director Processing Constituency  
 Mr. Oluga George-Director North Eastern Region  
 Mr. Kisaali Bosco-Director Eastern Region  
 Mr. Ainebyona Clives-Director honey processing constituency  
 Mr. Lakot Filder Mary-Direct Northern Region

**REGISTERED OFFICE:** Plot 76 Buganda Road,  
 P.O. Box 8680, Kampala, Uganda

**AUDITORS:** Byabakama Kwemala & Associates Certified Public Accountants  
 Suite 1A, 1st Floor, BETA House, Kiwatule Road, Ntinda  
 P.O.Box 9655 , Kampala

**BANKERS:** Bank of Baroda (U) Ltd  
 Kampala Road, Kampala

Diamond Trust Bank  
 Kampala Road, Kampala



## Report of the Directors:

The Directors present their Report and audited accounts for the year ended 31 December, 2012

## Incorporation

THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANIZATION was incorporated in January 2004.

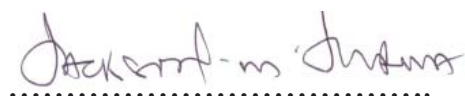
## Principal Activities:

The Principle activity of the Company is to promote apiculture activities in Africa, including farming, manufactured products, marketing and exporting of the products, as well as providing advisory services to farmers, product processors and exporters.

## Results for the year:

The results for the year were as follows: - (U) Shs

Deficit of Income Over Expenditures for the year **5,608,871**

  
.....

Date : 14/03/13

Director

**By Order of the Board**

## STATEMENT OF DIRECTORS RESPONSIBILITIES

The law requires the Board of Directors to prepare financial statements for each financial Year which gives a true and fair view of the state of the Company.

In preparing those financial statements, the Board must do the following: -

- *Select suitable accounting policies and then apply them consistently*
- *Make judgments and estimates that are reasonable and prudent.*
- *Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue its activities*

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at anytime the financial position of the business. They are also responsible for safeguarding the Company's assets by taking reasonable steps for prevention and detection of fraud and other irregularities

Nothing has come to the attention of the Directors to indicate that the Company will not remain a going-concern for at least 12 months from the date of this statement.

Approved by the Directors on 14th March 2013 and signed on its behalf by:

Biryomumaisho Dickson..........Executive Director



## Auditor's report to the Board of Directors of THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANIZATION

**W**e have audited the financial statements of **THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANIZATION (TUNADO)**. These financial statements comprise of the statement of financial position as of December 31, 2012, the statement of comprehensive income, statement of changes in equity, and statement of cash flows, for the year then ended and a summary of significant accounting policies and other explanatory information. The financial statements have been prepared in accordance with applicable law and International Financial Reporting Standards for Small and Medium Sized Entities (IFRS for SMEs)

### Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards For Small and Medium Sized Entities and with the requirements of the Ugandan Companies Act. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances

### Auditors' Responsibility

Our responsibility is to express an independent opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform our audit to obtain reasonable assurance that the financial statements are free from material misstatement.

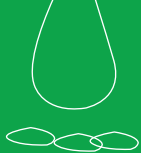
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risky assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements

We believe that the audit evidence we have obtained is sufficient and appropriate to provide us a basis for our opinion.

### Opinion

*In our opinion, the financial statements present fairly, in all material respects, the financial position of TUNADO as at December 31, 2012, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards For Small and Medium Sized Entities, and Uganda's Company Act*

Byabakama, Kwemala & Associates  
 Certified Public Accountants  
 Suite 1A, 1st Floor  
 BETA House, Kiwatule Road, Ntinda  
 P.O.Box 9655  
 Kampala.



## The Uganda National Apiculture Development Organisation Statement of Financial Position As At December 31.

	Note	2012	2011
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash equivalents	6	1,457,163	10,696,334
Accounts Receivable (Net)	7	71,012,780	9,350,000
		<b>72,469,943</b>	<b>20,046,334</b>
<b>Non-Current Assets</b>			
Furniture and Equipment (Net)	5	2,743,724	2,478,636
<b>Total Assets</b>		<b>75,213,667</b>	<b>22,524,970</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts Payable	8	66,141,910	300,000
Deferred Income	9	-	7,544,342
<b>Total Liabilities</b>		<b>66,141,910</b>	<b>7,844,342</b>
<b>EQUITY</b>	2 (i)	<b>9,071,757</b>	<b>14,680,628</b>
<b>Total Liabilities and Equity</b>		<b>75,213,667</b>	<b>22,524,970</b>

Executive Director  
Date: 08th /03/13

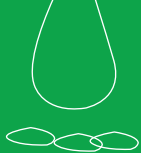
Finance Officer  
Date : 08/03/13





## The Uganda National Apiculture Development Organisation Statement of Comprehensive Income Year Ended 31st December

	Note	2012	2011
<b>Revenue</b>	10	146,690,790	109,729,833
<b><u>General and Administrative Expenditures</u></b>			
CARE –Training	11 ( a )	3,800,070	24,135,850
Comic Relief-BFD	11 ( b )	76,074,569	65,034,960
IGCP-Training	11 ( c )	5,873,000	2,830,000
Workshops and Exhibitions		54,228,400	-
Other Administrative Expenses	11( d )	8,173,510	-
Professional Fees		680,000	500,000
Dues and Subscriptions		129,500	200,000
Travel and Meetings	11 ( e )	1,887,700	775,000
<b>Total General and Administrative Expenditures</b>		<b>150,846,749</b>	<b>93,475,810</b>
<b><u>Other Expenses</u></b>			
Bad Debt Expense	7	548,000	1,100,000
Depreciation	5	904,912	1,040,137
<b>Total Other Expenses</b>		<b>1,452,912</b>	<b>2,140,137</b>
<b>Net Income For the Year</b>		<b>(5,608,871)</b>	<b>14,113,886</b>



## The Uganda National Apiculture Development Organisation Statement of Changes in Equity Years Ended December 31, 2012 and 2011

### (UGANDA SHILLINGS)

	Note	Members' Equity	Accumulated Surpluses (Deficits)	Total
<b>January 1, 2011</b>	<b>2 (i)</b>	<b>3,001,920</b>	<b>(2,435,178)</b>	<b>566,742</b>
Surplus of Income Over Expenses For The Year			14,113,886	14,113,886
<b>December 31, 2011</b>	<b>2(i)</b>	<b>3,001,920</b>	<b>11,678,708</b>	<b>14,680,628</b>
Deficit of Income Over Expenses For The Year			(5,608,871)	(5,608,871)
<b>December 31, 2012</b>	<b>2(i)</b>	<b>3,001,920</b>	<b>6,069,837</b>	<b>9,071,757</b>



## The Uganda National Apiculture Development Organisation

### Statement of Cash Flows

### For the Years Ended December 31

	Note	2012	2011
<b>Cash Flows From Operating Activities</b>			
Surplus of Income Over Expenses		(5,608,871)	14,113,886
<b>Adjustments for Non-Cash Income and Expenses:</b>			
Depreciation	5	904,912	1,040,137
Bad Debt Expense	7	548,000	-
<b>Changes in Working Capital:</b>			
Accounts Receivable	7	(62,210,780)	(6,450,000)
Accounts Payable	8	65,841,910	(4,580,000)
Deferred Income	9	(7,544,342)	3,798,342
<b>Cash Generated By Operations</b>		<b>(8,069,171)</b>	<b>7,922,365</b>
<b>Cash Flows From Investing Activities</b>			
Purchase of Furniture and Equipment	5	(1,170,000)	-
<b>Cash Used by Investing Activities</b>		<b>(1,170,000)</b>	<b>-</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds From Borrowings	8	2,000,000	-
Payment of Short-Term Debt	8	(2,000,000)	-
<b>Net Cash From Financing Activities</b>		<b>-</b>	<b>-</b>
<b>Net Increase in Cash</b>		<b>(9,239,171)</b>	<b>7,922,365</b>
Cash and Cash Equivalents at Beginning of Year	6	10,696,334	2,773,969
<b>Cash and Cash Equivalents at End of Year</b>	<b>6</b>	<b>1,457,163</b>	<b>10,696,334</b>

## 5. Property and Equipment 2011

	Furniture and Fittings (UGX)	Office Equipment (UGX)	Total (UGX)
<b>Cost</b>			
At January 1, 2011	3,352,500	5,249,420	8,601,920
Additions			
Disposals			
At December 31, 2011	3,352,500	5,249,420	8,601,920
<b>Accumulated Depreciation</b>			
At January 1, 2011	(1,871,516)	(3,211,631)	(5,083,147)
Depreciation Charge	(371,500)	(668,637)	(1,040,137)
Accumulated depreciation of assets disposed of			
At December 31, 2011	(2,243,016)	(3,880,268)	(6,123,283)
<b>Carrying Amount</b>			
At January 1, 2011	1,480,984	2,037,789	3,518,773
At December 31, 2011	1,109,484	1,369,151	2,478,636

## 6. Property and Equipment 2012

	Furniture and Fittings (UGX)	Office Equipment (UGX)	Total (UGX)
<b>Cost</b>			
At January 1, 2012	3,352,500	5,249,420	8,601,920
Additions	300,000	870,000	1,170,000
Disposals			-
At December 31, 2012	3,652,500	6,119,420	9,771,920
<b>Accumulated Depreciation</b>			
At January 1, 2012	(2,243,016)	(3,880,268)	(6,123,284)
Depreciation Charge	(356,500)	(548,412)	(904,912)
Accumulated depreciation of assets disposed of			-
At December 31, 2012	(2,599,516)	(4,428,680)	(7,028,195)
<b>Carrying Amount</b>			
At January 1, 2012	1,109,484	1,369,152	2,478,636
At December 31, 2012	1,052,984	1,690,740	2,743,725

## 7. Cash and Cash Equivalents

Cash and cash equivalents include the following for purposes of the cash flow statement:

	2012	2011
Bank of Baroda	752,770	10,051,132
Diamond Trust Bank	125,000	
Cash on hand	579,393	645,202
<b>Total</b>	<b>1,457,163</b>	<b>10,096,334</b>

## 8. Accounts Receivable

Debtor	2012	2011
IGCP	-	7,850,000
Private Sector Foundation	68,281,780	-
Membership Subscriptions	6,495,000	6,000,000
Short –Term Staff Loans	736,000	-
Provision For Uncollectible Amounts	(4,500,000)	(4,500,000)
<b>Net Accounts Receivable</b>	<b>71,012,780</b>	<b>9,350,000</b>

**IGCP** paid UGX 7,302,000 during 2012 and UGX 548,000 was written off as bad debt expense.

## 9. Accounts Payable

Creditor	2012	2011
Private Sector Foundation	-	200,000
Bushenyi Connoisseur Honey Cop Society	50,000	50,000
KACODA		50,000
Bunyonyi Safaris	35,981,460	
Members	17,175,450	
Semwanga Consultants	4,500,000	
APITRADE Africa	5,625,000	
Kamwenge UHTP Revolving fund	660,000	
Effective Skills Development Consultants	50,000	
Allan Bomuhangi	2,100,000	
<b>Total Accounts Payable</b>	<b>66,141,910</b>	<b>300,000</b>

## 10. Deferred Income

	2012	2011
BFD Comic Relief	-	7,544,342
<b>Total</b>	<b>-</b>	<b>7,544,342</b>

At 31 December 2011 the organization deferred the income 7,544,342 related to a donor grant, as it had not completed the required activities by year-end. The organization completed this work after the year-end and recognised the amount of 7,544,342 as income in 2012

## 11. Income

Income was comprised of the following

<b>Grants</b>	<b>2012</b>	<b>2011</b>
CARE		22,579,302
Comic Relief-BFD	81,225,578	65,032,531
IGCP		16,600,000
NAADS	-	2,000,000
SNV	-	750,000
ProInvest	-	675,000
<b>Total Grants</b>	<b>81,225,578</b>	<b>104,211,833</b>
<b>Membership Subscriptions</b>		
Annual Membership	4,100,000	900
Annual Subscription	5,240,000	2,550,000
Sale of Apiculture Books	509,342	38,000
<b>Total Membership Subscriptions</b>	<b>9,849,342</b>	<b>3,488,000</b>
<b>Exhibitions and Workshops</b>		
National Honey Week:		
NAADS	20,000,000	
SNV	3,000,000	
ZOA Uganda	500,000	
Swiss contact	3,400,000	
Sale of Stalls	12,250,000	2,030,000
<b>Total National Honey Week</b>	<b>39,150,000</b>	<b>2,030,000</b>
<b>Other Exhibitions and Workshops</b>		
Swiss Contact	3,466,000	
SNV	3,000,000	
OXFAM	5,000,000	
Other	4,999,870	
<b>Total Other Exhibitions And Workshops</b>	<b>16,465,870</b>	
<b>Total Exhibitions and Workshops</b>	<b>55,615,870</b>	<b>2,030,000</b>
<b>Total Income</b>	<b>146,690,790</b>	<b>109,729,833</b>

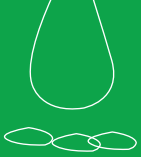
## 12. The breakdown of Expenditures is as follows:

<b>(a) CARE</b>	<b>2012</b>	<b>2013</b>
Accommodation	-	160,000
Bank Charges	74,070	63,550
Per diem	600,000	50,000
Professional Fees		9,975,000
Publicity	-	600,000
Staff Facilitation	700,000	450,000
Telephone Expense	20,000	50,000
Training	-	12,565,800
<b>CARE Expenditures (Cont'd)</b>		
Administrative Expenses	500,000	
Meetings	1,197,800	
Travel Expense	672,200	221,500
Stationery	36,000	
<b>Total CARE Expenditures</b>	<b>3,800,070</b>	<b>24,135,850</b>
<b>(b) Comic Relief BFD</b>	<b>2012</b>	<b>2011</b>
Annual Subscriptions	605,000	600,000
Bank Service Charge	216,370	157,860
Cleaning	744,500	569,000
Documentation	5,814,400	6,620,000
Internet	1,065,000	1,055,000
Market Survey	1,700,000	30,000
Meetings	7,811,199	4,235,100
Office Consumables	393,900	160,400
Office Supplies	103,400	22,800
Other Expenses	478,000	577,000
Per diem	3,620,000	4,045,000
Professional Fees	600,000	1,180,000
Computer Repairs	390,000	1,700,000
Office Repairs	46,700	399,000
Repairs – Others	65,000	65,000

<b>(C) Comic Relief BFD (Cont'd)</b>	<b>2012</b>	<b>2011</b>
Staff Facilitation	21,320,000	29,500,000
Stationery	717,000	719,900
Telephone	735,500	460,000
Training	6,194,500	526,000
Travel Expenses	7,982,500	2,826,500
Car Hire	675,000	590,000
Transport – Bus	1,869,000	822,200
Website Design and Development	1,275,000	400,000
Workshops and Exhibitions	11,652,600	7,774,200
<b>Total Comic Relief BFD Expenses</b>	<b>76,074,569</b>	<b>65,034,960</b>
<b>(d) IGCP Training</b>	<b>2012</b>	<b>2011</b>
Other expenses	500,000	-
Perdiem	200,000	
Professional Fees	5,150,000	2,830,000
Telephone	23,000	
<b>Total IGCP Training Expenses</b>	<b>5,873,000</b>	<b>2,830,000</b>
<b>(e) Travel and Meetings</b>	<b>2012</b>	<b>2011</b>
Members' Meetings	374,200	615,000
Members' Per diem	300,000	
Members 'Travel	1,213,500	160,000
<b>Total Members' Travel and Meetings</b>	<b>1,887,700</b>	<b>775,000</b>

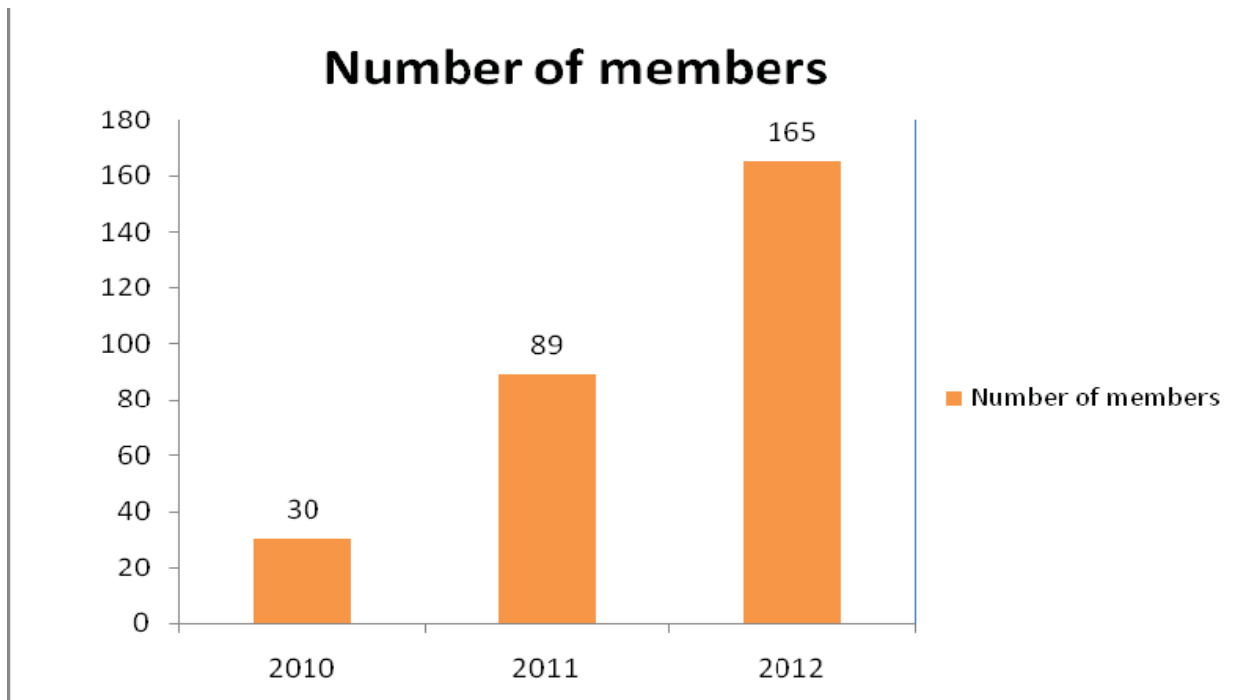


(f) <b>Other Administrative Expenses</b>	<b>2012</b>	<b>2011</b>
Professional Fees	924,000	-
Bank Charges	231,210	-
Cleaning	110,000	-
Documentation	83,000	-
Office Consumables	36,800	-
Staff facilitation	6,570,000	-
Telephone	188,500	-
Publicity	30,000	-
<b>Total Other Administrative Expenses</b>	<b>8,173,510</b>	

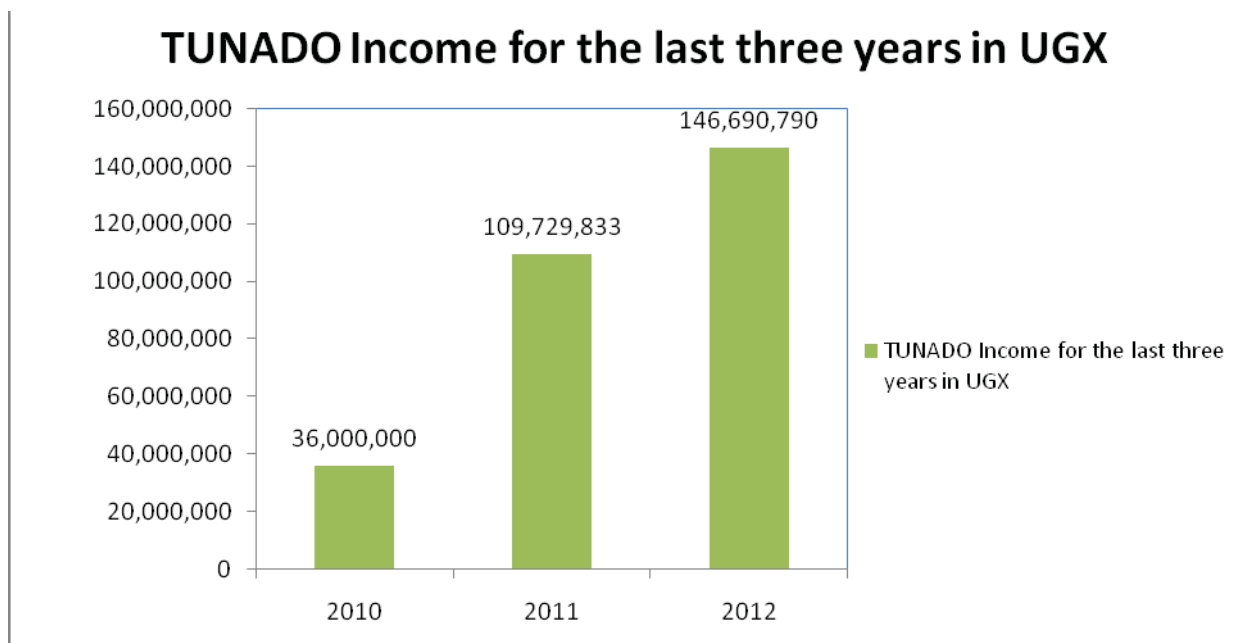


## Organization Performance Analysis for 2010, 2011 and 2012

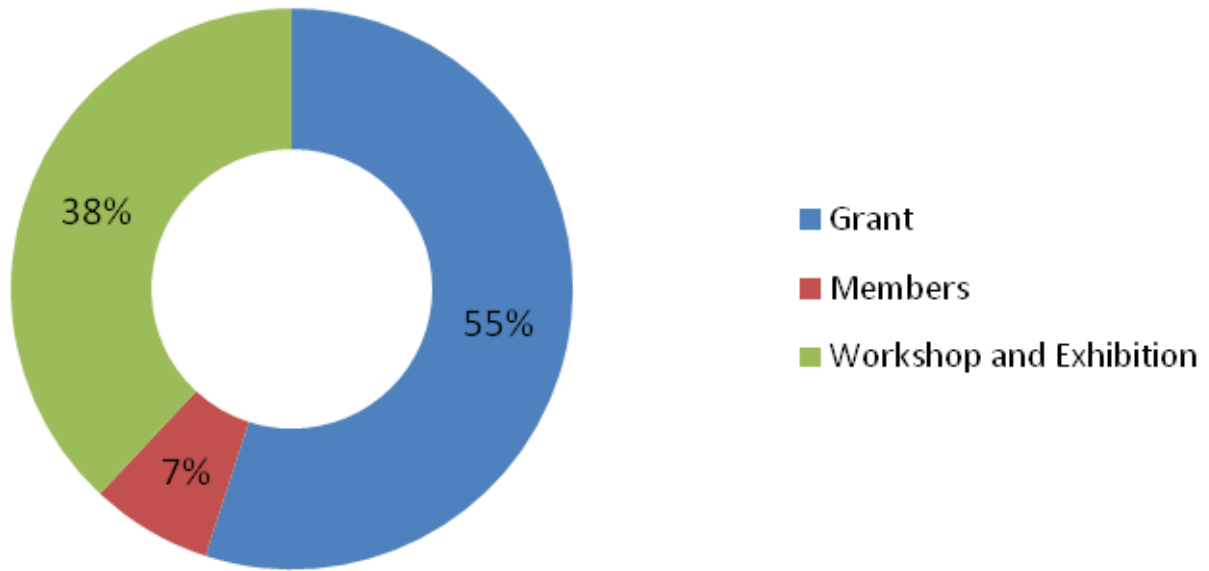
### Membership growth for 2010, 2011 and 2012



### TUNADO mobilized income in the 2010, 2011 and 2012



## Percentage income sources for the year 2012



## Work plan and Budget 2013

Description of Activity	Responsibility	J	F	M	A	M	J	J	A	S	O	N	Dec	Expected outcomes	Budget Ugx
<b>Management issues</b>															
Project planning and review meetings	TUNADO													Keeping programmes on track	2,880,000
Staff monthly review meetings	TUNADO Staff													Keeping organisation on track	600,000
Procuring ICT materials for staff (laptops (2), printer and Camera)	TUNADO (Sauda)													These are important working tools	5,200,000
Collect information for all activities implemented during every quarter	TUNADO Staff													Necessary to inform M & E as well as information dissemination	1,000,000
Have a standing MoUs with Partners (NFA, SNV, OXFAM, NAADS, UWA, MAAIF, etc)	TUNADO C/MAN													Presence of signed MoUs to implement programmes jointly	16,500,000
Staff training	TUNADO Staff/consultant													Staff skills improved	3,800,000
Staff Performance appraisal	TUNADO													Review staff progress	0
Support Visits and participation in member events	TUNADO													Member capacity improved	2,800,000
Formulation of budget and workplan	TUNADO													Operational workplan and budget	0
Quartely budget monitoring	TUNADO													Review budget progress	0
Prepare and submit quarterly report to BOD / partners	TUNADO ED													Accountability	0
Prepare annual report	TUNADO													Accountability	2,000,000
Conduct external audit	TUNADO external auditor/Sauda													organisational performance and status	2,360,000
Follow up submitted, map out potential funders & write at least 3 fundable project proposals	TUNADO-Dickson													TUNADO becomes financially stronger	600,000
<b>Sub Total</b>															<b>37,740,000</b>
<b>Institutions strengthening (TUNADO organizational capacity built)</b>															
Organize and conduct quarterly Board meetings	TUNADO Secretariat													strategic direction & oversight to the management	2,000,000
Develop a memorandum to government demanding apiculture inclusion in ATAAS or non ATAAS	Hired Consultant													Clear understanding on which hive technology to promote	1,600,000
Organize, conduct and participate in Partnership Meetings	TUNADO Secretariat													Programme harmonisation	1,500,000
Organize and conduct regional and national Apiculture MSPs	TUNADO Secretariat													Achievements & challenges shared. Set strategies for 2014	28,400,000
Organise and conduct paid up training for ToTs along the value chain	TUNADO (Mable)													Needs assessment report with practical areas of intervention	5,000,000
Develop retrievable TUNADO membership data base and train staff in data base management	Technical Person hired outside TUNADO (PSFU)													Strong Data base created for easy service delivery	2,500,000

# TUNADO Annual Report 2012



Maintain membership with to UNFFE, PSFU, AA, Apimondia and subscribe to other relevant organisations	TUNADO (Sauda)																				Take advantage of their membership list to Influence & attract more populace in apiculture enterprise	1,200,000
Organise and conduct AGM	TUNADO																				Organisational governance	16,140,000
Organise and conduct the 1st paid up apiculture conference	TUNADO & Development partners																				Mobilising resources for TUNADO	2,700,000
<b>Sub total</b>																						<b>61,040,000</b>
<b>Member servicing</b>																						
Periodic profiling of members and mapping	TUNADO																				Member database	0
Product development & branding	TUNADO, hired consultant and existing packers																				More appealing product on the market	2,500,000
Member's capacity building in quality assurance systems	TUNADO (Mable) and hired consultant																				Quality assurance systems set for members	2,150,000
Continue with membership recruitment drive	TUNADO (Sauda)																				Critical mass for collective action and apiculture development brought on board	800,000
Orientation for recruited and training of members in governance	TUNADO																				Member skills improved	1,500,000
Regional visits to members	TUNADO																				Members needs assessed and progress	1,080,000
Information exchange for members for upcoming trainings and exhibition	TUNADO																				Members well updated about the sector	600,000
Organize membership development activities, marketing (market development and market linkages)	TUNADO and partners																				Member networking	2,800,000
Facilitate exposure/exchange programmes for member																						4,000,000
Coordinate the process of simplifying & translating national beekeepers' & extension manual into six major local languages	Swiss Contact Uganda, MAAIF, TUNADO (Dickson)																				Extension and training in apiculture enhanced	20,600,000
<b>Sub-total</b>																						<b>36,030,000</b>
<b>Policy engagement and advocacy. Engage government and other stakeholders</b>																						
TUNADO playing its coordination role																						
Follow-up on MSP recommended action point for 2013	TUNADO & Development partners																				High apiculture coordination	500,000
Carry out Policy research and disseminate findings.																						2,400,000
Lobby donors and government on where to invest in coordinated fashion.																						1,100,000
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	800,000
Secure the final apiculture profile from AA and electronically circulate to stakeholders as well as mobilising funds (NAADS) for printing	Apitrade and TUNADO (Dickson)																				A wide populace influenced to make wise decisions incase of investing in the industry	0
Continue engaging SA and NSAs on strategic apiculture investment direction (production and value chain technologies)	TUNADO																				Value for money on apiculture investment realised	500,000
Initiation meetings with NUCAFE and USOPA in quest to integrate bees in other agriculture cropping systems	Swiss Contact Uganda, MAAIF, TUNADO (Dickson)																				Beekeeping integrated in other cropping systems (E.g Coffee and sunflower)	200,000
Follow up on Draft National Apiculture Policy and Lobbying MAAIF to have this tabled in parliament	TUNADO (Dickson and C/m)																				Policy briefs, NRMP implemented and National Apiculture Policy put in place	500,000
<b>Sub-total</b>																						<b>6,000,000</b>

# The Uganda National Apiculture Development Organisation

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 (Mable)														Increased visibility for TUNADO, activities and services nationwide. Prep a clear msg to engage the govt	6,000,000
National level advertising of bee hive products	TUNADO														Publicity of the sector	8,000,000
Continue updating the website with relevant information	TUNADO Secretariat (Mable)														Informative website for interested parties in Ugandan Apiculture sector	1,400,000
Organise and participate in regular press conference/media publicity and public lecturers	TUNADO and media															600,000
Continue collecting information for resource unit	TUNADO Secretariat (All staff)														A well resourced unit for info	800,000
Produce information for print and electronic media	TUNADO Secretariat														masses reached with apiculture message	750,000
Establish mechanism for collecting production data along the value chain	TUNADO (Dickson)														Tools developed for collecting valuable data of interest	500,000
Market survey, Analyse & disseminate market informations	TUNADO ( Mable)														Market statistics available	600,000
Finalise Profiling available trainers, training materials as well as development agencies involved in supporting apairy and share information	TUNADO-Dickson in consultation with Partner														A list of compent trainers established	2,500,000
Support marketing of honey and other api-products and inputs through promotion of e-marketing	Members and TUNADO														Apiculture products demanded	4,500,000
Prepare & submit abstract to apimondia - present and exhibit	ED TUNADO														Information sharing at international level	0
Support innovative financing systems for members and apiculture sector.	TUNADO / financing institutions														Value chain financing	4,000,000
Developing honey week concept 2013 & mobilising resources and coordinating event	TUNADO Secretariat-Mable														Honey week Concept developed & marketed	3,500,000
Continue with research on honey trade particularly that of local "Nturire"brewing industry (Kabale & Kamwenge)	TUNADO taking lead backstopped by partners (Mable)														Msc -Thesis & policy briefs and manuscripts	2,000,000
Participation in regional workshops and event	TUNADO members														Publicity of sector	3,600,000
Participation national shows and event ( honey & apimondia)	TUNADO														Products showcased	71,850,000
ED visit to UK training and show casing UK honey show	Dickson														TUNADO ED capacity enhanced	3,000,000
<b>Sub total</b>																<b>113,600,000</b>
<b>Staff costs</b>																
<b>Staff time contribution</b>																21,600,000
<b>Programme officer (contribution )</b>																8,400,000
<b>Facilitate TUNADO office to run</b>																11,500,000
<b>Sub total</b>																<b>41,500,000</b>
<b>Grand Total</b>																<b>295,910,000</b>





Plot 76, Buganda Road. P.O. Box 8680, Kampala - Uganda. Tel: +256 414 258 070  
Email: [info@tunadobees.org](mailto:info@tunadobees.org) Website: [www.tunadobees.org](http://www.tunadobees.org)  
Follow us on twitter: [tunado\\_bees](https://twitter.com/tunado_bees)