



THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANISATION

A membership & apex body for coordinating apiculture sector in Uganda

2012-2017

THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANISATION (TUNADO)

FINAL STRATEGIC PLAN

ACKNOWLEDGMENT

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As apiculture family, we are honoured to have a strategic plan that will give direction to apiculture sector development for the next five years (2012-2017).

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INTRODUCTION

1.1 Background

The Uganda National Apiculture Development Organisation (TUNADO) is the apex body recognised by the public and government of Uganda to coordinate all value chain actors in the apiculture industry. TUNADO is a membership body that unites producers (beekeepers), processors, packers, service providers (trainers, researchers, marketers, equipment manufacturers etc) and all other stakeholders towards apiculture development in Uganda. TUNADO was formed after realising that apiculture sector was disorganised and yet with the potential to contribute significantly to rural household income, poverty reduction and national economic development as well as environmental conservation. In October 2002, the Office of the Prime Minister mobilized all stakeholders for a consultative meeting in which a steering committee was elected and given the mandate to oversee the process of establishing a private sector lead umbrella organization for all apiculture stakeholders' country wide. April 2003, the umbrella body, The Uganda National Apiculture Development Organization (TUNADO) was launched and mandated by MAAIF, to coordinate and facilitate the activities of all apiculture stakeholders. April 10th 2003 TUNADO holds its first AGM and Elects its first Board of Directors. December 5th, 2003, TUNADO registered with NGO Board with registration Number **S. 5914/466 and incorporated with registrar of companies** Certificate of Incorporation No. **62239**. TUNADO membership has continued to attract companies, civil society organisations and producer associations as compared to only individual members at the point when TUNADO was formed. Currently TUNADO membership stands at 50 (Although only 15 members are up-to date paid up members) of whom the majority are companies and producer associations with each more than 75 members.

1.2 TUNADO's vision, mission at point of formation and objectives

1.2.1 Vision

To transform the Apiculture Industry into a vibrant economic enterprise that will contribute to increased income for both the rural communities and the nation.

1.2.2 Mission

A nation producing high quality honey in adequate quantities for both local and international markets.

1.2.3 Objectives of TUNADO

- To bring together all apiculture stakeholders country wide under one umbrella body to ease coordination and improve the performance of the Apiculture Industry.
- To raise awareness of the importance and value of apiculture to the National Economy
- To liaise with the relevant government bodies to help reduction of poverty in the rural areas, by increasing three levels of bee keeping among farmers.
- To promote Ugandan honey and other hive products in the region and internationally.
- To assist standardization of Uganda honey to meet international standards.
- To establish an information centre that will assist in research and development of Apiculture Industry

1.3 The strategy development process

After expiry of TUNADO's strategic plan in 2008, TUNADO started operating without strategic plan and it was felt necessary that a new Strategic plan be developed to reposition TUNADO so as to be more relevant and responsive. The strategic planning is using both consultative and participatory approaches. SNV was then approached for support in initial stages of strategic planning and a consultant was hired who performed organisational needs assessment and come up with critical issues for consideration in strategic plan. The BOD formed strategic planning board committee to come up with draft strategic plan (which met at different days for the total of three full days brainstorming on the strategic plan). In all meetings the executive director acts as the secretary compiling all issues highlighted in the meetings). The committee developed the zero draft strategic plan and the developed TUNADO strategic directions were synthesized from the information and subjected to a SWOT analysis. This helped in ranking and setting priorities to be focused on over next five years. These priorities were used to review the organisation's vision, mission, goal, objectives and strategies. The zero draft strategic plan was presented to TUNADO members for comments before being presented to Multi-Stakeholder Platform which gave comprehensive comments. After incorporation of comments from the MSP, the 1st draft strategic plan was developed and presented to stakeholders in grass root consultative meetings of 9 agro-ecological zones for inputs and ownership. Their comments were incorporated and formed the 2nd draft strategic plan. There after, the developed 2nd draft plan was circulated to all stakeholders for open comments which were incorporated to form the final draft which was presented to members and stakeholders for validation and approval as a strategic plan for TUNADO 2012-2017.

2.0 ENVIRONMENTAL SCAN

There is rich tradition of beekeeping in many parts of Uganda, which is associated with availability of bee forage plants and a wealth of indigenous knowledge on beekeeping in traditional log hives. Most traditional beekeepers keep bees primarily for subsistence in log, woven and wall hives while majority of beekeepers keeping bees in movable hives are practicing it because they are offered for free and not from business point of view and most are never colonized. Commercial beekeepers are not yet many in the country and as such there is still lack of capacity, interest and conviction to engage in apiculture despite the fact that selling bee products contribute cash income to the livelihood of people especially the rural poor.

Beekeeping in Uganda does not require a lot of management like sugar feeding, disease control and migration due to Uganda's endowed natural flora. So it is easy for an isolated farming community to practice beekeeping on the basis of their indigenous knowledge. However with commercialization there is a growing requirement for broader knowledge base and training.

Beekeeping experience and associated indigenous knowledge accumulated by the local communities through centuries is an asset and leaving this information and experience aside can lead to the drastic implications in the context of beekeeping development.

The Uganda National Apiculture Development Organization (TUNADO) is the National apex body responsible for coordinating all apiculture stakeholders. TUNADO is a membership organization comprised of beekeepers associations, companies and individuals. To date the membership stands at 42. It is owned by all stakeholders represented by a 10-man Board of Directors. TUNADO has a strategic plan for standing committees to develop strategies for the development of the organization these include: Training, Mobilization and Publicity, Production, quality control and marketing, Research and Technology Development, Finance, planning and Administration.

2.1 National Context

In Uganda, apiculture is adapted under the department of Livestock Health and Entomology (DLH&E), directorate of Animal Resources (DAR) in the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). Agriculture is by-far the most important sector in Uganda with almost three-quarters of Ugandan households directly dependent on farming or animal industries. The Agricultural sector contributes nearly 20% of GDP, and accounts for 48% of the country's exports (UBOS, 2008). The agriculture sector employs 73% of the population aged 10 years and older (UBOS, 2005). The sector is central to the Ugandan government's strategy for abridging poverty and nurturing economic growth.

Uganda has had a number of different policy frameworks governing / guiding the agriculture sector; in 2004, the National Apiculture Policy was drafted, formulated and revised in June 2009 but never enacted. Its vision is "a nation, producing high quality honey and other bee products sustainably; fostering economic growth and improved livelihoods". Its mission is to "develop a viable and sustainable apiculture industry that benefits all stakeholders" and the overall goal is "to establish an apiculture industry that produces high quality hive products volumes that responds to markets requirements and generate incomes and revenues for value chain actors".

According to the Ministry of agriculture, Uganda is estimated to be producing 5,000 Metric Tons of honey annually. However Uganda has a production potential of over 500,000 metric tons of honey per year. Opening up export market outlets was thought to help boost production and the realization of the full production potential of Uganda.

Government of Uganda has two statutory instruments (SIs) on Apiculture namely; the Animal Diseases (Declaration of Bees as Animals) Instrument, 2004. No.72; and the Animal Diseases (Control of Bee Diseases) Instrument, 2004 No. 73: The National Residue Monitoring Plan (NRMP) for honey and other bee products inspection and quality assurance was developed in 2005 and is being reviewed and implemented every year. Uganda is among the developing countries allowed to export honey into the European Union (EU) since 2005. The National Apiculture Development Strategy is in place as well as the Apiculture Export Strategy. Partners in development that play an important role in the industry to enhance its capacities to produce and market include; SNV, BFD, NAADS, and UNIDO

The Uganda National Apiculture Development Organization {TUNADO} is the lead agency coordinating all activities of organizations and individuals keeping bees and producing honey and other products. TUNADO has a plan to ensure formation and strengthening of beekeepers associations; development of honey standards as a tool for quality assurance and trade promotion and, the development of research, marketing and policy advocacy.

2.2 Local Context

Uganda is divided into nine agro-ecological zones, all suitable for beekeeping uniqueness's of natural flora and fauna which contribute to production of honey with specific characteristics in terms of flavour, taste, texture and colour. These zones are: northern, eastern, central, south-western, Busoga, West Nile, Rwenzori, north-eastern and the mid-western Zones.

At the zone level, the stakeholders include: beekeepers, honey processors, NGOs, government agencies/departments and the private sector players. It is estimated that over 1,200,000 beekeepers are active in Uganda and that of the tonnage of honey being produced annually, only 1,800 metric tons are of exportable quality. There is an estimate of over 700,000 colonized beehives countrywide.

Beekeepers are coordinated under local associations developed and managed at district and zone levels. These associations are distributed across the country in districts and others at sub-regional level. They are charged with the primary responsibility of mobilizing and coordinating efforts of the producers to have a common voice that is thought to increase their spaces for negotiation and influence of the market forces and service delivery systems. Their functionality still lacks zeal and dynamism to propel the productive capacities and quality to the required standards.

Most of the other non-producing stakeholders are currently involved at different level of apiculture value chain such as processing, vending and exporting. The current government extension services in the apiculture are at district through entomologists who provide advisory services to the beekeepers. However development partners and donors support the apiculture sector applying distinctly separate approaches often not well tested and suited for the Uganda context.

2.3 Organizational Context

TUNADO has over the last strategic period experienced a number of successes at different fronts; strategic accomplishments in promoting programme goals such as enhancement of honey production and market promotion. In addition TUNADO was able to form strategic networks to influence government policy and practice. However this did not have challenges and internal systemic threats. TUNADO still remained weakened by the low and inconsistent resource base to finance all its programmes, this consequentially affects its capacity to recruit fulltime staff and thus relied mainly on volunteers who in most cases were not reliable. The continued inexperience of government still threatens TUNADO's existence and power to cause sustainable change in the apiculture sector. Regardless of the challenges and threats, TUNADO's membership diversity and numbers still avail a range of opportunities that can be exploited to form a formidable force to promote the sector. This strategic plan gives guidance and focus on areas to enhance internal systemic concerns that will boost TUNADO's achievements in the next five years and beyond.

3.0 SWOT ANALYSIS

3.1 Strengths

- i. The existence of previous strategic plan provides a basis for TUNADO to reflect on the past experience with its implementation while focusing on the future direction and strategies to promote the sector.
- ii. TUNADO has a functional secretariat with versed experience in managing membership and implementing donor funded projects. TUNADO has 4 staff of whom two are fulltime and officially appointed and the rest being part timing and volunteer staff. These ensure that the secretariat runs every day while serving the interest of members and other stakeholders in the apiculture sector. Besides, the secretariat is equipped with basic resources such as resource centre (supported with Website and internet which makes communication easy), computers and furniture on-top of up-to-date audited accounts. All the above puts the organisation in position to further outsource and implement projects while building on the strength gathered over time and drawing lessons on past weakness.
- iii. A democratically accepted and elected board. Since TUNADO's inception, it continued and maintained good governance principles with a democratically constituted board from the general assembly. The board provides leadership and strategic guidance functions to the secretariat.
- iv. The presence of active, committed and well-distributed membership throughout the country is a core in promoting a strong and coordinated apiculture sector that touches grass root community.
- v. TUNADO is a legally binding organisation registered with NGO board (S. 5914/466) and incorporated as a company limited by grantee (No. 62239). This allows the organisation to operate under the laws governing the country. The organisation has articles and memorandum of association which acts as a governing document for the institution.
- vi. Membership to local and international umbrella organizations – PSFU, UNFFE, Apitrade Africa and APIMONDIA.

3.2 Opportunities

- i. Strong partnership with international agencies particularly Bees for Development and SNV. Since TUNADO's inception Bees for Development has continued to give technical advice to TUNADO on top of implementing projects jointly. There is a good will from international partners willing to support TUNADO to execute her apiculture sector coordination mandate.
- ii. Favourable policy and legal environment for the sector. There exist good policies that enable TUNADO to operate without obstacles.
- iii. Government support and recognition as an apex body. TUNADO is recognised by the government of Ugandan government as a private apex body coordinating apiculture industry and as a matter of fact TUNADO enjoys a free office space under Ministry of Agriculture Animal Industries and Fisheries building.

- iv. Existence of service providers in research, training, business development. A number of service providers exist who continue to give technical advice and api-inputs along the value chain.
- v. Positive attitude from the general public to invest in the sector. The general public continue to express interest in investing in the sector especially in production, processing and packaging.
- vi. The presence market for honey and other bee products. There is an increasing appreciation of bee products as natural and health products for consumption. Honey is considered as the best alternative for sugar and as a sweetener thus presenting a single most opportunity for ready market.

3.3 Weaknesses

Despite the above mentioned strength and opportunities that are available for TUNADO to make Uganda an apiculture destination country, there still exists weaknesses which need attention if TUNADO is to become more relevant.

- i. The secretariat of TUNADO is lean with only two full time and short term appointed staff and only one part time and volunteer staff. This makes it challenging to serve the interests of members while balancing the sector's demands.
- ii. Although, TUNADO membership is well distributed country wide, the membership base is still small to foster apiculture development as desired. Currently TUNADO has small membership base leading to a smaller financial contribution for TUNADO to perform her functions.
- iii. TUNADO members' organizational and institutional capacity is weak thus affecting their full participation in TUNADO programmes and their individual development and operations.
- iv. TUNADO suffers from low and unsustainable finance and material resource base. Since inception, TUNADO largely depends on donor funds to execute and implement programmes which are period specific and such mode of generating funds are not sustainable in nature. This further limits TUNADO's services to members consequently raising questions from members and stakeholders of her relevance.
- v. TUNADO lacks well updated operational policies and manuals especially human resource manual, financial manual and procurement and logistics manual. These are vital and operational guiding documents for every institution if transparency and good practices are to be achieved.

3.4 Threats

- i. Absence of a national apiculture policy makes it had to push apiculture programmes on national agenda.
- ii. The bee colonies are threatened due to increasing environmental degradation coupled with deforestation and pesticide sprays that reduces bee forage as well as killing the bees respectively.
- iii. There is low level of private sector investment in the apiculture sector particularly in commercial production, value addition, packaging materials and sector promotion.

- iv. There is limited up to date statistical data on the various issues in the apiculture sector. Data on who is doing what, where is it being done, how is it being done, why is it being done and when is it done is scanty. This makes it difficult to coordinate the sector, attract private sector investment in apiculture as well as drawing attention of the government to invest in the sector.
- v. There is limited support of value chain actors (equipment manufacturers, service providers, processor, packers and marketers) to comply with the quality standards. There is limited information, training and unaffordable cost of processors and packers to obtain certification with relevant bodies.

4.0 NEW IDENTITY

4.1 Vision

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

4.2 Mandate

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

4.3 TUNADO Philosophy

“We believe in promoting apiculture as a business enterprise.”

4.4 Mission

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

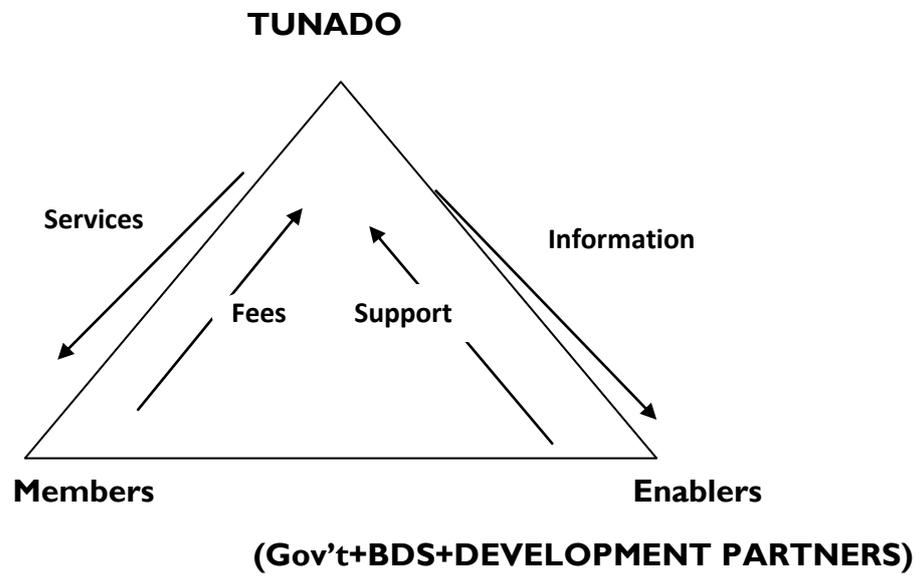
4.5 Core values

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

4.6 Goal

Membership representation, advocacy, lobby and apiculture promotion.

4.7 Pyramid diagram showing the desired relationship of TUNADO and actors in the value chain;



5.0 STRATEGIC OUTCOMES, OBJECTIVES AND PROGRAMME AREAS

5.1 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.

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.

To this end, the TUNADO will:-

- a. Lobby and Advocate for government to put in place National Apiculture Policy and carry out yearly national residue monitoring plans.
- b. Lobby government and stakeholders for the protection of health bee colonies.
- c. Carry out Policy research and disseminate findings.
- d. Lobby donors and government on where to invest in coordinated fashion.
- e. Build the capacity of members and other stakeholders in the apiculture sector to advocate for apiculture policy and their interests.
- f. Create tailor made collective platforms for advocacy, policy processes and engagement.
- g. Lobby government to increase budget allocation to apiculture sector as well as recruitment of entomologists at local government levels.
- h. Monitor, evaluate, document and disseminate policy and advocacy impacts.
- i. Lobby financial Institutions to develop appropriate financial products.
- j. Organize leaders of stakeholder institutions in the apiculture sector (through retreats) to regularly reflect, strategize and do scenario building on policy and advocacy issues.
- k. Organize international, national, regional events for stakeholders to generate critical issues for advocacy in the apiculture sector.
- l. Advocate for and promote fair trade principles and practices among actors in the value chain. Fair trade being an organized social movement and market-based approach with principle focus of making better trading conditions and promote sustainability in developing countries while considering payment of a higher price to producers as well as higher social and environmental standards. It focuses in particular on exports from developing countries to developed countries and honey is included.

- m. Act as an information and communication hub linked to various resources within the sector for the benefit of actors in the apiculture value chain nationally and internationally.

5.2 Membership servicing:

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 this regard, TUNADO will:

- ii. Periodically profile data and map out members and stakeholders in the apiculture sector in quest to become a key reference point for information on apiculture sector: what they do, production levels, where they operate, their best practices, innovations and what impact they are creating. Where such information is not available at the TUNADO, it shall provide further direction.
- iii. Provide quality information to the members and other stakeholders on issues of their interest (Collect and disseminate information).
- iv. Facilitate active networks for specific interest group members on the profiled apiculture issues.
- v. Mobilise and recruit members to participate in TUNADO initiatives.
- vi. Facilitate member exchange and exposure programmes at local, regional and international levels all aiming at promoting best practices and the apiculture sector as whole.
- vii. Organize membership development activities, marketing (market development and market linkages) and promotion events with purpose of promoting api-products and creating public awareness on apiculture and associated products. Such events will include but not limited to honey week activities, exhibitions, trade fairs and awards.
- viii. Build members' capacity on governance and management through provision of technical support in business and strategic planning, registration, development of Articles and Memorandum of Association and operating manuals. Coaching and mentoring managers and leaders on governance, linking Civil Society to Uganda NGO-Forum for Quality Assurance Mechanism while companies will be linked to PSFU and Uganda Small Scale Producers Association to benefit on wider private sector services.

5.3 High level apiculture promotion

Key Objective: To promote apiculture in Uganda and beyond

TUNADO will make efforts to:-

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

- II. National level advertising of bee hive products (honey, beeswax, propolis and others) and api-inputs to attract sector investment as well as market for the products.
- III. Organise and participate in regular press conference/media publicity and public lecturers on the importance of apiculture, up-coming issues in apiculture as well as public awareness creation on apiculture products.
- IV. Periodically commission research on critical issues in the apiculture sector (to generate up-to-date data) and disseminate through api-news letter, apiculture sector profile and website.
- V. Support innovative financing systems for members and apiculture sector. TUNADO will liaise with development partners and financial institutions to develop apiculture specific financial product. In a similar way, TUNADO will support members' innovative financing system such as SACCO as well as developing mechanisms that encourages savings for beekeeping/apiculture investment. This will help members to become financially and institutionally strong to deliberate on their different programmes in the apiculture value chain.
- VI. Support apiculture production by liaising with government, development partners and service providers to provide extension advisory services, popularising, simplifying and translating the training manuals for national and local readership, designing community extension worker model and training TOTs to offer training within the community.
- VII. Promote apiculture development approaches and technologies that are locally appropriate, sustainable, economical and environmentally friendly.
- VIII. Facilitate development of voluntary quality, standard and internal control mechanisms/systems, organize trainings for processors on quality, standards, handling and hygienic practices with guidance from relevant and competent authorities while considering Sanitary and phytosanitary Standards, linking processors to quality assurance brokers who can help them in certification process.
- IX. TUNADO also recognises that packaging services are still limiting here in Uganda. In this case TUNADO will provide technical support in developing brands/designs acquisition of packaging materials, patent rights and trademarks.
- X. Support marketing of honey and other api-products and inputs through promotion of e-marketing with the use of cell phones, exhibitions (like honey week), product certification (provision of technical support for members to use participatory approaches in certification processes to obtain UNBS Q and S mark which will give their products competitive edge on the market).
- XI. Conduct market research and provide market information, collective marketing for producer associations (including promotion of active linkages between producer groups and relevant processors/packers/exporters), facilitating collective distribution of honey and other bee products as well as provision of technical advice in reducing trading barriers.

- XII. Monitor and evaluate apiculture development projects in Uganda purposed to document and disseminate good and bad practices to avoid duplication while encouraging replication of best practices.
- XIII. Support processes of securing technical services for the creation of financial mechanisms for members (this may be a SACCO, Venture Capital, Seed grant or any other). In a similar way, TUNADO will make efforts to help link members to financial institutions for credit access.
- XIV. TUNADO will also provide Business Development services which will include but not limited to organizing business clinics, forum for Business service providers, developing ethical standards for business service providers, linking members to active service providers (training on development of strategic plan, business plans financial and marketing plans) and coordinating bulk procurement of packaging and processing materials while considering quality and standards maintenance.
- XV. Train and mentor service providers in emerging and innovative issues in apiculture and the value chain. As this will galvanise and ensure a coordinated service to actors in value chain as well as standardization.
- XVI. Develop and promote practices and technologies that are sustainable, ecological, economical and locally appropriate for members in order to increase apiculture production.
- XVII. Create awareness on importance of environmental conservation and natural resource management for the purposes of protecting bee population and health.
- XVIII. Lobbying all stakeholders to include apiculture enterprise in all food security promotion activities (Bearing in mind that bees do pollination services voluntarily).

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

Key Objective: Strengthen institutional organs and systems to ensure continuously learning, an effective, transparent, democratic and accountable TUNADO

5.4.1 On governance:-

We believe that effective governance of the organisation ensures that policies, values and systems by which TUNADO manages its affairs shape transparency, accountability and responsible decision making at strategic, management and programme levels.

- We will continue to hold Annual General Assembly (AGA) because the General Assembly is the supreme governance organ for the organisation and will comprise of all paid-up members of TUNADO. Members will always meet annually to play a strategic oversight role, approve organizational policies, deliberate on issues of strategic importance and hold the Board and Secretariat accountable for agreed decisions.
- For effective accountability, representation and inclusiveness regional members meetings will always be organized on top of the annual general meeting. All beekeepers and stakeholders will always be mobilized for their effective participation

- Review and amend the memorandum and articles of association. Since formation of TUNADO, the articles and memorandum of association has never been amended as a matter of fact a lot has changed in the operating environment which calls for amendments in articles and memorandum of association. This will help TUNADO to shape its governance structure that will include a well representative board with expertise to efficiently oversee the secretariat and ensure that it implements policies and programmes efficiently and effectively as agreed. Such reforms in TUNADO's governance structures will lead to a strategically focused and effective oversight.
- The BOD which is the penultimate governance organ of the organization will always sit four times a year. The BOD will always be democratically elected through the Generally Assembly and GA can prove any member which the BOD may co-opt because of unique expertise through annually general assembly.
- Improve internal management, policies and systems to ensure that TUNADO becomes transparent, democratic responsive and accountable to its members and wider clientele.

5.4.2 On human resource

- Strengthen TUNADO's human resource in numbers and competence. Since TUNADO's inception it has always operated with lean secretariat that is under resourced and thus difficult to deliver services to the expectations of members and other stakeholders in the constituency. Therefore a well strengthened secretariat in terms of quality and quantity staff is needed. The major one being Executive Director, Programmes Manager and Finance and Administration Manager. Some gaps in staffing will also be filled through human resource development of volunteer programme and hiring external consultants.

5.4.3 Other resources

- Material and equipment resources (vehicles, motor cycles, furniture, computers, printers, scanners, photocopier, projectors, and any other)
- Office space/renting
- Two storied head office

5.4.4 On strategy implementation, accountability and M&E

- TUNADO will develop a comprehensive Monitoring and Evaluation System that will provide a learning space for the organisation. The M&E system will facilitate systematic capture, documentation of results, changes and lessons that the organisation records in the implementation of this strategy. The M & E will be designed in accordance with the institution setup which will allow separation of roles and responsibilities into policy and strategy development; management and strategy implementation; and programmes and operations. The Executive Director will head the Secretariat and assume the responsibility of overall Accounting Officer and Results Manager. A competent programme team will take full charge of programme delivery, monitoring and reporting at management and operational levels. Day to day function of M&E will fall under Programmes Manager. Other instruments for strategy implementation, monitoring and evaluation will include:

- An Annual Operations Plan (AOP) clearly outlining activities for the year, important internal and external dates and deadlines. The AOP will also outline the roles and responsibilities for delivery of the strategy at programme, management and governance levels.
- All staff will produce monthly programme and operations reports, while the organisation will produce a mid year and annual report.
- The strategy will be evaluated externally through a mid term evaluation process in 2014/15 and an end of programme evaluation in 2016/17.

KEY PROGRAM (AREA OBJECTIVES)	KEY INTERVENTIONS AND ACTIVITIES	EXPECTED OUT PUTS
Policy engagement and advocacy (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).	Carry out Policy research and disseminate findings: Support apiculture value chain actors to engage in participatory research, procuring services of external consultants to conduct technical research for policy briefs and issues	Research reports, policy briefs once a year
	Build the capacity of members and other stakeholders in the apiculture sector to advocate for apiculture policy and their interests: Conduct training, organize demonstrative advocacy (coaching and mentoring), prepare members/associations to participate in govt meetings, also prepare members to develop their own advocacy strategies	Member advocacy reports from associations, advocacy training reports once a year
	Create tailor made collective platforms for advocacy, policy processes and engagement: Annual conference, regional meetings, breakfast meetings, focused meetings, advocacy campaigns, organize/participate in annual national events	Conference reports, documentaries, meeting minutes made annually
	Monitor, document and disseminate policy and advocacy impacts: Design monitoring plan/tools, identify and train community/regional monitors, workshop for collecting reports, compile and disseminate monitoring report, organize annual dissemination media events	Monitoring plan, training reports, national monitoring report, media report done annually
	Organize leaders of stakeholder institutions in the apiculture sector (through retreats) to regularly reflect, strategize and do scenario building on policy and advocacy issues: organize annual retreats	Retreat reports at least twice a year
Organize international, national, regional events for stakeholders to generate critical issues for advocacy in the apiculture sector:	Advocacy issues generated, events' report done yearly	
Members and other constituency servicing To provide general and tailor made researched	Periodically map out stakeholders and members in the apiculture sector in quest to become a key reference point for information on apiculture sector: what they do, where they operate, their best practices, innovations and	Updated membership database done quarterly

information and member welfare support services; to inform their innervations and enhance their capacities.	what impact they are creating. Where such information is not available at the TUNADO, it shall provide further direction. Conduct annual vetting of new and existing members,	
	Periodically conduct research on critical issues in the apiculture sector to generate up-to-date: conduct apiculture sector profiling	Updated apiculture data captured and a yearly updated apiculture sector profile produced.
	Facilitate networking for specific interest group members on the profiled apiculture issues: trainings on emerging issues from the profile, exposure and exchange visits, exhibitions, debates, e-communication/networking	Training and exhibition reports, best practices documented feedback reports. Yearly
	Facilitate/empower members to create innovative financing systems. This will help members to become financially and institutionally strong to deliberate on their different programmes in the apiculture value chain: training in resource mobilization, consortium workshops in proposal submission, creating linkages to financial institutions, conduct a workshop for members to explore business financing mechanisms and facilitate follow up meeting with various experts, agencies etc depending on the needs of members	Fundable proposals developed, linkages with financial institution created and a financing mechanism created 3 times per year
	Act as an information and communication hub: creation of a dynamic website, establish a functional resource centre(e-platform and hard copies), produce information materials (newsletters, brochures), organize radio and tv-programs, create an sms platform for members	A dynamic website, resource centre developed and hosted, platform created
	Organize membership development and promotion activities: organize local exhibitions and fairs , participate in international expos/conferences/exhibitions , organize award events to recognize members	Atleast one national honey week organised yearly, Participate in atleast two continental Api-expo.
	Facilitate member exchange and exposure programmes	
Provision of technical services and support to members To provide situation specific technical services to members to promote their efficiency and effectiveness in undertaking sustainable commercial apiculture	Technical services in marketing e-marketing with the use of cell phones, market promotion through exhibitions-honey week, product certification, collective marketing for producer associations, research and provide market information, facilitate collective distribution of honey and other bee products	Information on market, marketing channels and market linkages provided
	Technical services in production: develop a Community extension work model for beekeeping, then train TOTs	A model developed and tested by end of five years

initiatives.	<p>Technical services in processing : facilitate development of voluntary quality standard mechanisms, organise trainings on standards for processors, link processors to quality assurance brokers</p>	A voluntary quality standard mechanism developed, trainings conducted and atleast 30 processors & packers linked and helped to obtain UNBS S and Q marks by end of 5 years
	<p>Technical services in packaging: TUNADO to develop brands/designs or provide technical support in designing – packaging materials, support in the acquiring patent rights and trade marks (trade mark registrar)</p>	Atleast yearly platform organised between service providers and processors & packers
	<p>Technical services in business development services: Coordinate procurement of processing equipment, organize business clinics, organize a forum for Business service providers, develop ethical standards for business service providers, linking members to service providers (training on development of business plans, marketing etc...)</p>	A business clinic desk created and market information provided
	<p>Technical services in training and education: demonstrate beekeeping activities in schools, lecturers on beekeeping, validate and certify trainers, develop training materials</p>	At least 4 public lectures made in each year and one demonstration created in each region by end of five years
	<p>Technical services financial systems: secure technical services for the creation of financial mechanisms, link them to financial institutions</p>	Atleast sector financing mechanism developed by end of five yeras
	<p>Technical services for research: link them to research institutions, provide research areas, train them on salient issues, exposure visits, create a journal for researchers</p>	At least one training organised each year and information and linkages made to relevant institution
	<p>Technical services in governance and management: mentor and coach managers and leaders of associations, training in governance and management, operational manuals, CBOs can be linked to the Uganda NGO Forum for QAM, UMA, PSFU and USSIA respectively</p>	At least one training organised each year, CBOS and NGOs linked to NGO-Forum for QAM. CBOs and NGOs helped to registers
<p>Institutional Strengthening Strengthen institutional organs and systems to ensure continuously learning, an effective, transparent, democratic and accountable TUNADO.</p>	<p>Review and amend the memorandum and articles of association.</p>	Amendments approved, filed with register of companies and put into use by end of first year.
	<p>Reform TUNADO's governance structures</p>	Equal Board representation and gender and minority considered

	Improve internal management, policies and systems: organize AGM, Board meetings, board subcommittee meetings, facilitate the development of policies through stakeholder workshops	4 board meetings per year, 5 AGM, Human, financial & procurement manuals put in place & operational
	Strengthen TUNADO's human resource: A full time staff Executive Director, Programme Manager Finance & Administration Manager and others.	At least three full time staff employed in first year and all other position filled by end of five years
	Materials and resources: vehicles, motor cycles, computers	At least one pickup & 5 computers secured by end of five years
	On strategy implementation, accountability and M&E	A mid and end M&E performed and yearly internal & external audits done on top of yearly activity report

6.0 Financial plan

6.1 Fundraising

The Uganda National Apiculture Development Organisation (TUNADO) will have to develop an aggressive strategy to raise resources to implement the programmes and other initiatives that will ensue from this strategy.

A fundraising strategy should be built on clear principles of partnership, autonomy and mutual accountability.

The fundraising strategy will need to be robust and diverse, prioritising local sources of income and external funding, and providing for the creation of an Institutional Reserve and or an Endowment Fund.

6.2 Income projections

Income source (yearly projections)	Amount
Membership dues	15,500,000/=
Contribution from providing relevant information & technical service	35,000,000/=
Contribution from promotion events	44,110,000
Funds for Advocacy and Lobbying from Government	16,000,000/=
Contribution from donor funded projects for promotion of Apiculture	95,000,000/=
Total	205,610,000/=

6.3 Projected expenditure

Programme area expenditure	1st yr	2nd yr	3rd yr	4th yr	5th yr	Total
Policy engagement & advocacy	10,050,000	9,300,000	9,000,000	8,700,000	8,000,000	45,050,000
Membership servicing	66,000,000	74,600,000	70,000,000	69,000,000	60,500,000	340,100,000
Apiculture promotion	45,000,000	44,500,000	40,000,000	39,000,000	36,300,000	204,800,000
Institutional strengthening	84,560,000	75,600,000	73,600,000	73,600,000	70,200,000	377,560,000
Total	205,610,000	204,000,000	192,600,000	190,300,000	175,000,000	967,510,000

Appendix i: Partnership Matrix

Current TUNADO partners

Institution	Area of partnership
Government	
MAAIF (NAADS, FIEFOC Entomology and Livestock Department)	Policy, Legal framework & National Apiculture service delivery programmes
MTTI (UNBS, UEPB, UBOS)	Market promotion, Certification & Statistics
International development Partners	
Bees for Development	Partnership/ fundraising/technical support
Comic Relief	Financial & technical support for the strategic plan
Swisscontact Uganda	Partnership/technical support
SNV	Partnership/ technical support
FAO- Uganda	Partnership/ technical support
Local development partners	
Environmental Alert	Partnership/ fundraising/technical support
Membership	
PSFU	Training and capacity building & Advocacy for the business Enterprises
APIMONDIA	Apiculture World over information
APITRADE AFRICA	Continental Information
UNFFE	National Farmers' information

To be able to implement this strategic plan, TUNADO will continue to source for both national continental and international state and non-state partners. We call upon the entire beekeeping community and friends of the bees to contribute towards realisation of this plan.

Appendix ii: TUNADO Organisational Structure

