



TUNADO

THE UGANDA NATIONAL APICULTURE DEVELOPMENT ORGANISATION

A membership & apex body for coordinating apiculture sector in Uganda

End of Year National Apiculture Multi-stakeholders Platform Report 8th December 2016

Held at Uganda National Farmers Federation

With support from



1.0 Background

The Uganda National Apiculture Development Organisation (TUNADO) was formed in 2003 and legally incorporated in 2004 as the coordinating body for the apiculture sector in Uganda. TUNADO however, could not perform her coordination role without involving all stakeholders. This led to the formation of the apiculture Multi-Stakeholder Platform (MSP) in 2007 with support from SNV and Bees for Development. TUNADO's capacity was built in the subsequent MSPs and ultimately took over apiculture MSPs in 2011 through the MSP.

Since then, TUNADO has continued to organize both regional and national MSP. TUNADO uses MSP as a tool to generate ideas to influence in setting agenda for the apiculture sector. MSP also provides leveled ground for stakeholders to engage and reflect on issues of interest to foster apiculture sector development agenda. Important strides have been registered so far and the major ones include but not limited to:

- Mapping out apiculture stakeholders
- Bringing more sector players together including Government, Development Partners, Private Sector, Civil Society and Primary Value Chain Actors.
- Development of Simplified Beekeepers Training and Extension Manual
- Annual National Honey Week
- Increased harmony and sector coordination with ease in flow of information

This report therefore provides outcomes from the Apiculture MSP meeting which took place on 8th December 2016 at the Uganda National Farmers Federation (UNFFE) main hall. It was convened with the goal of providing stakeholders a platform to give insights on how to review and develop an all-inclusive strategic plan 2017-2021 that captures the current political, economic, environmental, culture and global issues for TUNADO to remain relevant to the sector, and to provide information and clarity on the forth coming board elections in 2017.

1.1 Purpose of the MSP

To provide sector players a platform to discuss issues of interest, review progress and set apiculture stakeholders agenda for 2017

1.2 Specific Objectives

- Provide clarity on the forth coming election of TUNADO board of directors for 2017 elective AGM
- Provide inputs to methodology for reviewing TUNADO strategic plan 2012-2017 and developing new strategic plan 2017-2021
- Discuss progress made against agreed upon 2016 agenda and challenges encountered
- Set sector agenda for 2017

1.1 Expected output (s)

- Clarity on forthcoming TUNADO Board of Directors elections
- Inputs on the methodology for reviewing TUNADO strategic plan 2012/17 and strategic plan 2017/21
- Sector priorities for 2017 set

2.0 Organisation of the MSP

The apiculture MSP was consultative and participatory in nature and was conducted under the guidance of facilitators with different persons chairing different sessions. Presentations were done by both power point and flipcharts. The workshop attracted 65 participants. The workshop was run under three major sessions:

- a) Highlights of 2016 sector priorities and setting agenda for 2017
- b) Highlights of TUNADO strategic plan 2012-2017 and developing methodology for reviewing strategic plan 2012-2017
- c) Upcoming TUNADO board of directors' elections

2.1 Highlights of the objectives & outcomes of the MSP

The Executive Director Mr. Biryomumaisho Dickson thanked all stakeholders for honouring TUNADO's invitation to the MSP. He took them through the program, giving a brief on each program item. James Mayanja Kizito requested to amend the program to include prayer and he volunteered to say the prayer. Self-introduction of stakeholders thereafter followed.

The ED gave a brief of how the MSP started, the reason for starting it and its major achievements since 2007 most notable ones being the honey week as a sector promotion activity and marketing platform, widening the MSP to bring on board sectors that affect and are affected by apiculture such as coffee sector, standards body, agro-input dealers. He also pointed out future plans of the MSP and the most pronounced one was continued widening of the MSP because he said some sectors directly affect the existence of bees such as agro-chemicals.

He then took the meeting through the expected outputs of the MSP (clarity on forthcoming TUNADO board of directors' elections, input on the methodology for reviewing TUNADO strategic plan 2012/2017 and developing strategic plan 2017/21 and set sector priorities for 2017). Mr. James Mayanja Kizito informed members that there is a National Development Plan (NDP 2) running up to 2022 and therefore advised that whatever members' think should be in line with the NDP 2 in order to attain sustainable development goals.

2.2 Welcome Remarks

TUNADO chairman Mr. Jackson Jurua welcomed all stakeholders to the meeting and thanked them for honouring TUNADO's invitation, adding that their presence encourages TUNADO to do more for the sector. He further informed the meeting that the MSP provides a platform for stakeholders to influence sector priorities, TUNADO, Government, Private Sector and Development Partners agenda for the apiculture industry they all want, adding that it enhances

coordination of the sector and minimizes wastage of resources that used to happen in the past urging all therefore to embrace the MSP and participate actively in the discussions during the meeting.

He briefly described what TUNADO is and does, and also introduced other board members present. He also introduced TUNADO management and briefly described TUNADO's membership categories and composition.

He informed the meeting that TUNADO has been organizing the MSP since 2010 and it has proved to be effective in enhancing development of the sector evidenced by over 71 brands of Ugandan processed and packed honey products ranging from honey, wine, propolis tinctures, body lotions, soap, shoe polish, cookies, venom syrup, ointment, wax, etc. which were non-existent in the past, adding that the Honey Week event which is held annually is a brain child of the MSP and provides an excellent opportunity for producers and processors to access local, regional and international markets. He also informed the meeting that training in the sector has been harmonized since the development of the National Training and Extension Manual, also an outcome of the MSP.

He informed the meeting that the end of 2016 MSP was convened to review the performance against the set priorities for 2016, set priorities for 2017, generate ideas for TUNADO Strategic plan and understand the process of electing Board Members as 2017 is an Elective year for TUNADO members.

He added that hosting the MSP requires substantial resources and on this note thanked Swisscontact Uganda, Trias Uganda for financial support and Ministry of Agriculture Animal Industry and Fisheries, Uganda National Farmers Federation, stakeholders and Members of TUNADO for support.

He concluded his welcome remarks by thanking stakeholders who gave in their most valuable resource-their time to attend the MSP.

2.3 Session 1:

This session was chaired by Dr. Kajobe Robert-Director Rwebitaba NARO and looked at progress of 2016 sector priority areas, setting agenda for 2017 and stakeholder mapping to determine who should make a status presentation in the next MSP.

2.3.1 Highlights of 2016 sector priorities

Dr. Kajobe thanked stakeholders for joining the MSP. He invited TUNADO Programme Manager to present progress made on the sector priority areas for 2016. The Programme Manager reminded the MSP of the sector priority areas that were set in the end of 2015 MSP in their order of priority with registered progress in pictorial form as follows:

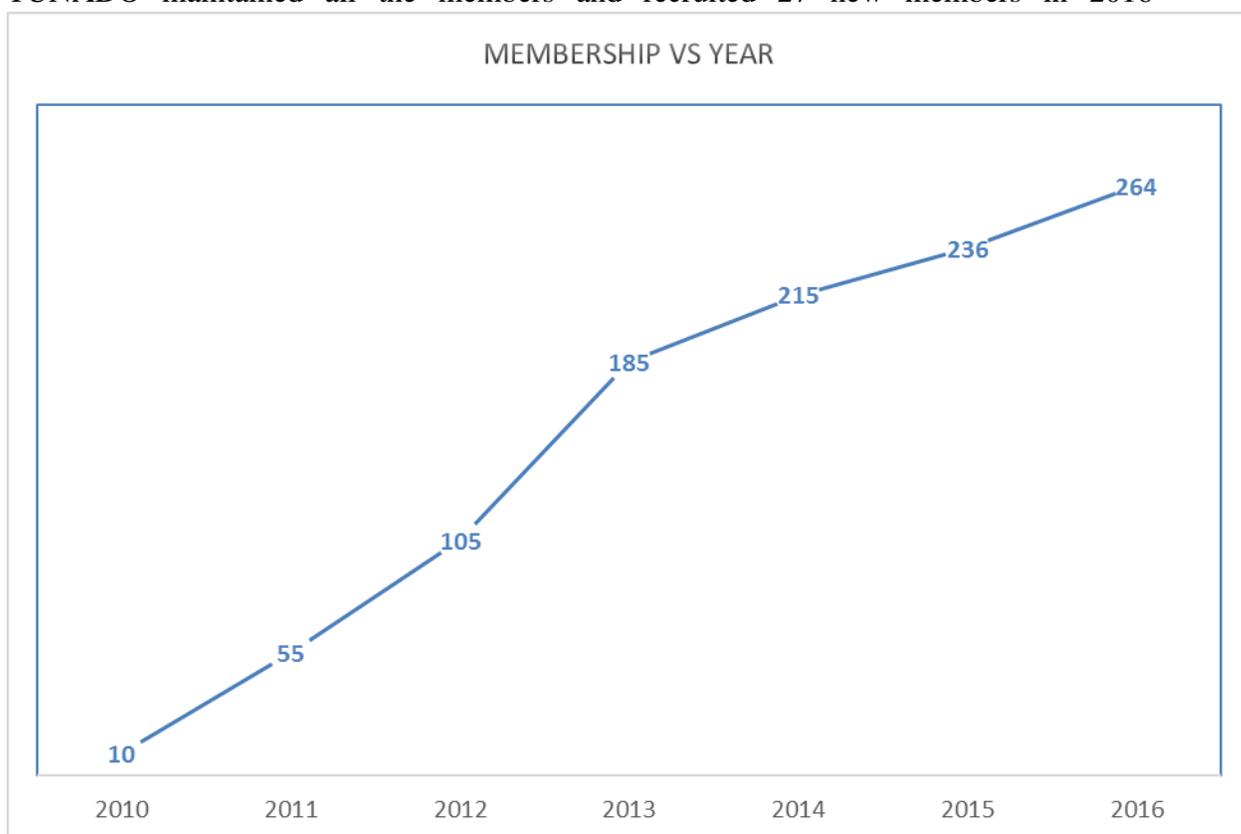
- Market development such as:
 - ❖ Honey week was conducted on 22nd-27th August 2016 under the theme ***“Quality Bee Products; A Means for Ready Market”***. Several activities were conducted alongside

- the four day exhibition such as honey week official opening officiated by the state Minister for Crop protection Hon. Kibanzanga, processors' forum where papers from different scholars were presented, bee quiz, product assessment & judging exercise, bee lottery and closed by UNBS' ED Dr. Ben Manyindo who awarded certificates to the different winners and officiated the closing of the 7th National Honey Week.
- ❖ Several market place events were organised in 2016 such as the source of the Nile agricultural show where 3 members were sponsored to exhibit. NARO-CGS dissemination workshop where 6 members' products were exhibited in Munyoyo 21-24th Nov 2016. 4 members' products were exhibited at the Stanbic Bank large clients' conference and 2 youth were sponsored to participate in AgriProFocus organised "Youth in Agribusiness" camp on 16th-19th May 2016.
 - ❖ 12 TUNADO members were supported by Trias to participate in the 5th all Africa apiexpo 21st-26th September 2016 where Uganda emerged 3rd overall best exhibitor
 - ❖ TUNADO business wing (World of Bees U Ltd) as a marketing platform for members was formally incorporated as a company limited by shares solely owned by TUNADO members, business plan developed and validated by stakeholders, marketed to potential investors with one, Bees for the World expressing interest to trade organic beeswax and propolis with some of TUNADO members through it.
- Beekeeping enabling environment through
 - ❖ The second apiculture business forum conducted on 17th-18th November 2016 at Equatoria Hotel was convened with the objective to equip sector players with necessary skills to improve and grow towards more formal, sustainable and business oriented enterprises through provision of tips for apiculture enterprise formalisation process, business visioning and planning, unlocking business opportunities up for harnessing in the apiculture sector, coaching and mentoring honey value chain actors in business positioning and case presentations on progress of last business forum. Several presentations were made on taxation & its associated benefits, incentives available to investors, importance & process of business registration, role of record keeping in business development, product certification in relation to market access. The business forum was attended by 100 persons from primary value chain actors (individual beekeepers, beekeeper groups, beekeeper associations, honey cooperatives, honey processors and packing companies, equipment manufactures), market providers (supermarkets, hotels, consumers), service providers (trainers, companies providing packaging materials) financial institutions, development partners (Trias), Government line departments (MAAIF-entomology, Uganda Export Promotion Board, Uganda Revenue Authority, Uganda Registration Services Bureau, Ministry of Trade), extension workers and private sector (Madfa Sacco, Centenary Bank).
 - ❖ Several linkages and engagements were made with financial institutions which led to the signing of an MOU with Hofokam to provide credit facilities to honey value chain

actors in the Albertine region. Partnership with Centenary bank continued in 2016 providing credit facilities to honey value chain actors in Lira, Kotido and West Nile. More engagements and linkages with SACCOs especially MADFA SACCO to replicate their model of working with farmers in other areas.

- ❖ Several apiculture multi-stakeholders engagements were conducted at continental, national and district level to set a road map for TUNADO. Major issues raised were widening the MSP to make it all inclusive, set roadmap for Uganda's participation in apiexpo and set strategies for addressing the colonisation problems in Uganda.
- Women inclusion through
 - ❖ Gender action learning systems (GALS) was incorporated in all capacity building programs emphasizing the vision road journey and the gender balance tree, to enable beekeepers plan for their limited resources in order to attain maximum benefit for their families and overcome societal prejudices that hinder women's effective participation in beekeeping. Women through their beekeeper groups were informed of the importance of keeping records and simple ways of keeping records. Women were further trained in colonisation and exposed to regions like Kamwenge where women have gone beyond society imposed limitations and taken up leadership roles in both beekeeping and at local level.
- Youth inclusion through
 - ❖ Several outreach programs were conducted to training institutions to interest and inform youth of the available opportunities in beekeeping and its potential to employ them.
 - ❖ Over 240 youth were trained along the honey and record keeping through their beekeeping groups. Given that youth prefer a quick return on investment, they were trained in labour based services such as harvesting for money, making beekeeping equipment, marketing, didactical skills to enable them offer beekeeping trainings to other beekeepers and apiary management for cash.
- TUNADO Institutional development through
 - ❖ Entrepreneurship handbook and workbook "Access to Market" was developed and 10 TUNADO members (6 youth) given didactical skills to pass on knowledge of the handbook to the rest of the membership by incorporating it in capacity building programs of TUNADO.

- ❖ TUNADO maintained all the members and recruited 27 new members in 2016



- Extension services through

- ❖ Beekeeper to Beekeeper Extension model was introduced to Central Uganda to promote skills sharing amongst beekeepers. Eight trading hubs and fifteen learning centres were established in Luwero and Nakaseke.

Trading hub	Coordinator	Telephone	District	Location	Group attached	Men	women
Kiwoko	Sekatebe Pius	0753292677 0774707482	Nakaseke	Kiwoko	Nakaseke district beekeepers association	16	14
					Mifunya beekeeping group	22	13
Rwamahungu	Mukuba Stephen	0774348278/ 0788741547	Nakaseke	Rwamahungu	Rwamahungu beekeeping group	23	7
Mijumwa	Rose kayinarmura/ Ssebuliba Dan	0773630291	Nakaseke	Mijumwa	Mijumwa beekeepers	17	14
Kyiziba kyikyusa	Nganda Moses	0782616044	Luwero	kyiykusa	Kyampologoma beekeepers	22	8

					Kyiziba zinunula munaku	20	10
Katuugo	Ssebuliba Edward	0789628071	Luwero	Katuugo	Katuugo beekeeping group	18	12
					Katuugo progressive beekeepers	21	9
					Kabakedi beekeeping group	22	13
Yandwe kisoboka	Nakawe Hasipha	0783699619	Luwero	yandwe	Kisoboka beekeeping group	18	12
Bwetwaja sibwetuli	Ssempala	0783656467	Nakaseke	Kalagala	Kalagala (i) beekeepers	20	10
					Kalagala (ii)beekeepers	18	12
					Bwetwajja sibwetuli	19	11
Kayonza	Tumwebaze John	0752565175	Luwero	Kayonza	Kayonza beekeepers	16	14
					Balunzi kwegata beekeeping group	20	10

Reactions

Stakeholders then made the following reactions

- How was the extension done at TUNADO level? They were informed that TUNADO uses two approaches-beekeeper to beekeeper extension model and market pull. These rely on beekeepers themselves to spread skills amongst themselves and are self-sustaining even in the absence of TUNADO or any development partner.
- Why was the financial facility not taken up? Stakeholders were informed that beekeeping like other value chains, is dominated by people who are semi illiterate and illiterates who do not see the value of keeping their business records in order yet they are a prerequisite for getting a loan. On this note, they were informed that centenary bank found many beekeepers with no business records. Although financial literacy and record keeping is on top agenda for all TUNADO programmes.
- What was done to address the issue of hanging hives in trees or harvesting at night? They were informed that there is no big issue with hanging the hive in trees provided once can harvest. However, beekeepers were encouraged to establish apiaries and are being capacitated to harvest during the day with use of protective gears.

Stakeholders suggested that the apiculture sector should move away from talking about honey and beeswax but start marketing pollination.

2.3.2 Setting agenda for 2017, strategies for working with other value chains e.g. coffee, establishing apiaries in conservation areas

MSP members then listed stakeholders that they felt affect and are affected by the apiculture sector as follows: *NARO, Development partners, NEMA, UCDA, UWA, NFA, UGOCERT, Parliamentary Committee on Agriculture, MAAIF, Ministry of Trade, Ministry of Health, CURAD, UNFFE, UNBS, USSIA, Ministry of Agriculture, Uganda Export Promotion Board, Regional TUNADO Directors, NUCAFE, UNADA, Local Government, USPA, Ministry of Water & Environment and Academic Institutions.* Members suggested that the listed organisations should be grouped into different broad categories e.g. environment, agrochemicals, marketing, policy, etc. and in subsequent MSPs representatives from different categories are chosen to present interventions they have put in place to ensure the wellbeing of the bees. Members then selected four stakeholders who should make presentations at the next MSP: **Uganda Coffee Development Authority (UCDA), National Environment Management Authority (NEMA), National Organic Movement of Uganda (NOGAMU), and Parliamentary Committee on Agriculture.**

Stakeholders also advised that these mapped out stakeholders should present papers at the official opening of the national honey week.

Stakeholders then listed the following as priority areas for 2017

- Prepare TUNADO members to utilize the credit facility
- Train more TOTs and use visual aids to reach more youth
- Run a sensitization campaign of bees as pollinating agents
- Data capture to be given priority and should incorporate the use of GIS to locate beekeepers
- Address honey quality starting with brands already on the market leading to a mention and shame campaign
- Develop strategy to improve colonisation
- Enrichment planting and forage conservation
- Widen the MSP to include more stakeholders
- Work closely with Local Government especially district entomologists and other extension service providers

2.4 Session 2:

This session was chaired by TUNADO Chairman Mr. Jackson Jurua. He asked stakeholders if they knew TUNADO's strategic objectives before they discuss the strategic plan. He then invited the Executive Director to present TUNADO's strategic plan.

2.4.1: TUNADO strategic plan 2012-2017

The Executive Director TUNADO Mr. Biryomumaisho Dickson started his presentation by reminding stakeholders of TUNADO's vision statements and objectives of TUNADO.

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

Vision: To be a vibrant membership based apex body coordinating apiculture industry in Uganda for sustainable national development.

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

Philosophy: *"We believe in promoting apiculture as a business enterprise."*

Objectives of TUNADO

- To bring together all apiculture stakeholders country wide under one umbrella body
- To raise awareness of the importance and value of apiculture to the National Economy
- To liaise with the relevant government bodies
- To promote Ugandan honey and other hive products
- To assist standardization of Uganda honey and other bee products to meet international standards.
- To establish an information centre
- To build the capacity of members along the value chain.

The ED then presented the environmental scan that was done at the time of developing the strategic plan 2012-2017;

- Traditional beekeeping (most common but less promoted)
- Bee forage (reducing)
- No need of technical management skills to keep bees (neglecting)
- TUNADO a coordinating body
- Apiculture is recognized by gov't (less budget allocation)
- Agricultural in which apiculture falls contributes nearly 20% of GDP
- In 2004, the National Apiculture Policy was drafted, formulated and revised in June 2009 but never enacted
- According to MAAIF 5,000 Metric Tons of honey is Produced annually then UBOS (2.6MT) though Uganda's production potential is over 500,000 metric tons

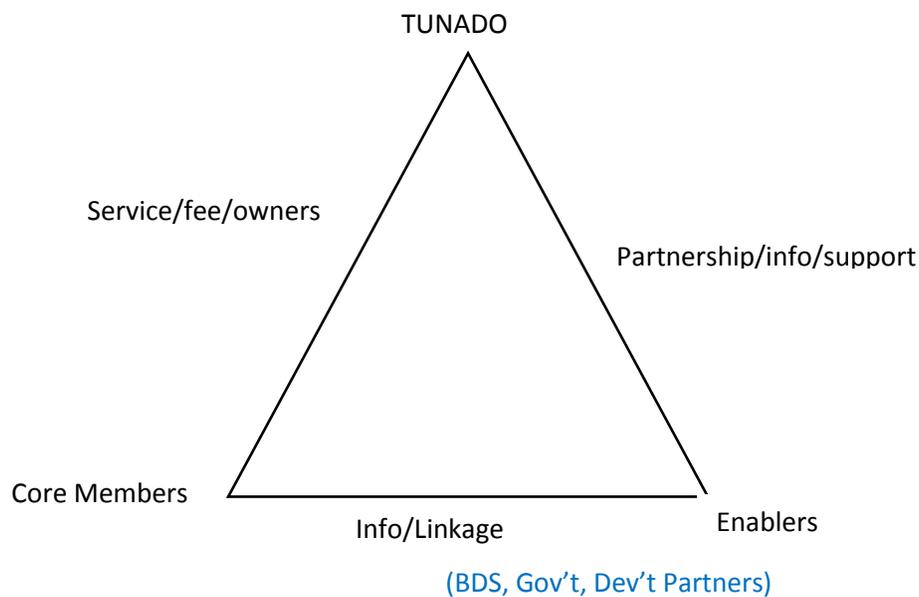
- Uganda is divided into nine agro-ecological zones (all support beekeeping but less production still being experienced)
- Estimate of over 1.2m beekeepers are active in Uganda with over 700,000 colonized beehives countrywide.
- Local associations developed and managed at district and zone levels (But still do not subscribe to TUNADO)
- TUNADO has enhanced honey production and market promotion (Ugandan honey in super markets, EU market but do not export)

The ED further presented the SWOT analysis that was done;

Strengths	Opportunities
Existence of previous strategic plan	Membership to local & international umbrella org (PSFU, APIMONDIA UNFFE)
Functional secretariat with experience in implementing projects	Strong partnership (BfD & SNV)
Up-to date audited books of accounts	Favourable government policy and legal environment
Strong, accepted & democratic Board	Gov't support & stakeholder recognition as apex body
Active, committed & well distributed membership	Existence of service providers
	Positive attitude from the general public
TUNADO is legally binding (registered)	Presence of market for api-products
Existence of ICT (website, office phone & resource centre)	Development partners and their willingness to support TUNADO
Weakness	Threats
Lean Secretariat	Absence of national apiculture policy
Few membership	Bee colonies reducing (degradation)

Members' organization and institutions capacity is weak	Low level of private sector investment
Low and unsustainable finance and material resources	Limited up to date statistical data
Lack of updated operational policies and manuals	Limited support of value chain actors

The ED also presented the pyramid showing the desired TUNADO relationship with value chain actors



He also presented the strategic development process as follows:

- Consultative and participatory approach
- Strategic planning committee for the 1st draft Strategic Plan
- Presentation to TUNADO members for comments
- Incorporation of members' comments & presentation to stakeholders under MSP for further commentary to form 2nd draft
- Incorporation of comments from national wide grass root consultations to form 3rd draft
- Circulating the 3rd draft to all players in apiculture sector for final comments
- Incorporate, present final draft in members & stakeholders workshop for validation and approval

- Final and Strategic Plan 2012-2017 was launched

The 2012-2017 strategic plan was then presented as follows;

The Goal: Membership representation, advocacy, lobby and apiculture promotion
Programme areas and key undertakings

Programme area (Objectives)	Intervention & activities
<p>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)</p>	<p>Policy research and dissemination</p> <p>Policy briefs, Position papers, lobbying Platforms, monitoring & evaluation of Programmes, advocacy events, and retreats</p>
<p>Members servicing (To provide general and tailor made researched information and member welfare support services; to inform their interventions and enhance their capacities)</p>	<p>Profiling data and membership mapping, networking, Info & communication, Membership development & promotion activities, exchange & exposure program, membership recruitment and maintenance</p>
<p>High level apiculture promotion (To promote apiculture in Uganda and beyond).</p>	<p>Organise and participate in national, regional & international apiculture events (National honey show, Apiexpo, APIMONDIA etc), organising press conference/media, public lectures, newsletter, support apiculture production (technical backstopping of extension advisory services), support certification process (Quality and standards in processing), packaging services (brands, packaging material, trademarks, etc.), support marketing (exhibition, honey week, e-marketing, market info, advertising, research, product certification, linkages), support development of apiculture innovative financing systems</p> <p>Support TREE (training, research, extension and education), Business development services</p>

<p>Institutional Strengthening: Governance, Strategy Implementation and M&E</p> <p>(Strengthen institutional organs and systems to ensure continuously learning, an effective, transparent, democratic and accountable TUNADO)</p>	<p>Governance: AGM, representation and democratic election of the BOD, BOD Meetings, amending articles & memorandum of association, internal management, policies and systems.</p> <p>Human resource: Strengthen TUNADO's human resource in numbers and competence</p> <p>Other resources: Material and equipment resources (vehicles, motor cycles, furniture, computers, printers, scanners, photocopier, projectors, and any other)</p> <p>On strategy implementation, accountability and M&E : develop a comprehensive Monitoring and Evaluation System (that allows separation of roles into policy and strategy development; management and strategy implementation; and programmes and operations)</p>
<p>Income source (yearly projections)</p>	<p>Amount</p>
<p>Membership dues</p>	<p>15,500,000/=</p>
<p>Contribution from providing relevant information & technical service</p>	<p>35,000,000/=</p>
<p>Contribution from promotion events</p>	<p>44,110,000</p>
<p>Funds for Advocacy and Lobbying from Government</p>	<p>16,000,000/=</p>
<p>Contribution from donor funded projects for promotion of Apiculture</p>	<p>95,000,000/=</p>
<p>Total</p>	<p>205,610,000/=</p>

5 year financial projection

Programme area	1 st yr	2 nd yr	3 rd yr	4 th yr	5 th 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

The ED also informed the meeting of TUNADO's partners at that time and their respective contributions as follows;

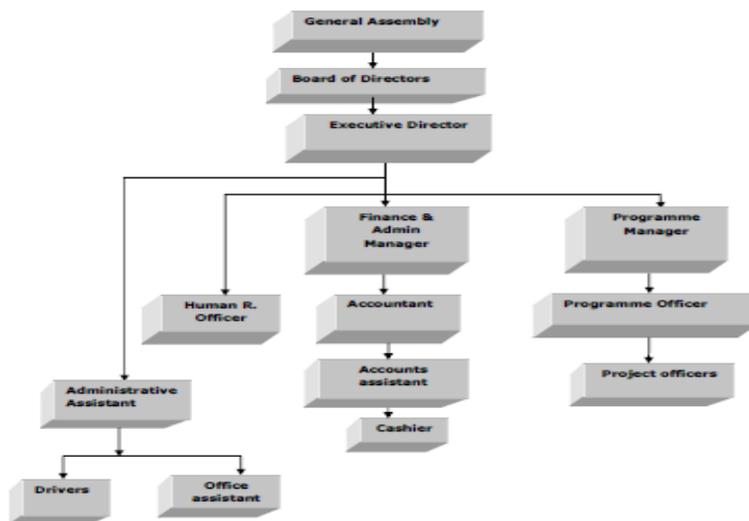
Institution	Area of Partnership
MAAIF (NAADS, Entomology and Livestock Department)	<ul style="list-style-type: none"> i. Production Policy ii. Legal framework iii. National Apiculture service delivery programmes
MTTI (UNBS, UEPB,)	<ul style="list-style-type: none"> i. Trade policy ii. Market promotion iii. Investment
UMBRELLA BODIES	
APIMONDIA	I. Global wide information
UNFEE (Uganda National Farmers Federation)	<ul style="list-style-type: none"> i. Improving production ii. Policy and advocacy
PSFU	<ul style="list-style-type: none"> i. Training and capacity building ii. Advocacy for the business Enterprises
Uganda Forest Working Group -Environmental Alert (EA)	<ul style="list-style-type: none"> i. Capacity building

INTERNATIONAL PARTNERS	
BfD	Partnership/fundraising/technical support
IGCP	Partnership/technical support
SNV-Uganda	Partnership/ technical support
CARE	Partnership/ technical support
FAO	Partnership/technical support
SWISSCONTACT	Partnership/technical support

Resource mobilisation strategy

Possible sources	
Organising events	Participation fee
Recruiting more and maintaining members	Membership and annual subscription fee
Writing fundable proposals to international partners and Embassies	donations
Professional services	Professional fee
Information provision	Selling the information

Stakeholders were also reminded of TUNADO's governance structure as follows;



Stakeholders were then asked the following questions:

1. Have we made any strides?
2. Have things remained the same?
3. Is there any need to draw new strategic plan?
4. If yes, any suggestions on how this should be done?
5. What new changes would you wish to see?

The ED concluded his presentation by appreciating the following partners for supporting the development process of the current strategic plan in 2011

- BfD for the technical input and financial support
- UHTP (COMIC RELIEF)- for financial assistance
- SNV
- FAO
- Environmental Alert
- Swiss Contact
- Board Strategic planning committee
- Members of TUNADO for the inputs
- MAAIF for technical backstopping
- MSP for the input

Reactions

- Is the financial plan being met or not?
- Has there been any assessment of the objectives using the scorecards?

To this, the ED presented the membership satisfaction survey results and the financial report for 2015 but also encouraged members to read the TUNADO website for audited books of accounts. He also analysed membership satisfaction survey results for stakeholders. (**Appendix**)

2.4.2: Group discussion to develop methodology for reviewing strategic plan 2012-2017 and developing strategic plan 2017-2021

After discussing the above raised questions, stakeholders suggested that the strategic plan should be revised and agreed that TUNADO should come up with a draft strategic plan incorporating the following key areas (as ranked by stakeholders) which can then be presented to stakeholders:

- Colonisation
- Zoning potential areas
- Production(9)
- Apiculture promotion (2)
- Harvesting & post-harvest handling
- More beehives
- TOTs for grass root extension (3)
- Youth inclusivity in governance of TUNADO
- Scientific Research in apiculture (2)
- Including middle men in the value chain (2)
- Policy
- Quality assurance (5)
- ICS
- Product diversification (2)
- Extension services to members at the grass root
- Marketing & collection centres (4)
- Increase membership
- Institutional strengthening especially at the grass root
- Membership servicing (2)

- Clear demarcation of key players in the value chain
- Strengthen financial policy
- Lobby & advocacy (5)
- Institution strengthening (2)
- Networking
- Value addition
- Capital/financing
- Operating and strengthening the business wing

2.5 Session 3

This session was chaired by TUNADO Chairman Mr. Jackson Jurua who informed stakeholders that in 2017, TUNADO's governance leadership is changing and there was therefore need to discuss it given that it does not only affect TUNADO but the entire sector and other sectors. He then invited counsel Immaculate Tumwebaze of Tumwebaze & Co. Advocates to explain to the meeting TUNADO's election procedure as stated in the articles of association.

2.5.1: Presentation on Board of Directors' election

The counsel informed members that the AGM is the supreme governing body of TUNADO and is constituted of all fully paid up members. She further informed the meeting that the whole AGM cannot run all the affairs of the MBO therefore they select board members. According to TUNADO's constitution, there are 7 regional representatives, 2 members representing processors' & packers, one member from pool of Government/development partner/academia and the Executive Director is co-opted to the Board as the secretary.

She further informed them of the prerequisites to become a board member:

- The person must be a delegate to the general assembly at the time of elections of directors and must represent a chapter member or a corporate member
- The person must be representing a fully paid up member of TUNADO
- For a person to qualify for position of Chairperson or vice chairperson, such a person should be with an equivalent of s diploma from a recognised institution while for the rest of the directors positions, such person should be able to read and write.

Why select board members:

- Board appoints senior management of TUNADO
- Board controls finances e.g. chair is a signatory to the account therefore the AGM is in control
- Board also can dismiss top management

She therefore encouraged all members to take a keen interest in elections because the board controls the affairs of the organisation.

She informed members' that for elections to take place, the required quorum is 2/3 of the paid up members. She further informed the meeting that for a person to stand as a chairperson & vice chairperson, they need to hold a diploma because they append their signatures on sensitive documents that bind the organisation. She also informed the meeting that individual members are not eligible for election according to the articles and memorandum of association.

2.5.2: Reactions

Counsel was asked to critique TUNADO's structure? She said that any propositions can be made to the AGM therefore the MSP was not the appropriate place to do that and even if she did, it would not add any value since it is an AGM matter.

What happens when quorum is not enough for 3 consecutive times, what should a chairman do in such a scenario? She said that she doesn't find it reasonable for someone to subscribe and not attend the AGM.

Would a person who has not been paying annual subscription previously and pays in the election year be regarded as eligible for election? She advised that according to the articles, if you pay all the arrears then you are regarded as a paid up member or if you don't want to pay the arrears, then you register as a new member but you are not eligible to be elected because you must have been a member for at least a year

Stakeholders also asked that there is need to provide a position for youth in the constitution so that they are elected, to which she answered that the law is not applied retrospectively. If in the AGM changes are made, the election procedure will follow the old law and the new one will take effect in the next elective AGM.

The Chairman TUNADO informed the meeting that those interested in becoming board members, should express interest and write to the secretariat after which their names will be circulated to the membership.

2.6 Highlights of the day's proceedings & way forward

The session chair Mr. Jackson Jurua asked the day's rapporteur Ms. Phionah Birungi to give highlights of the day's proceedings and agreed upon way forward.

- 2017 sector priority areas set
- Apiculture stakeholders mapped out and selected four (UCDA, NOGAMU, NEMA & Parliamentary committee on Agriculture) to present to the next MSP on their intervention strategy conserve bees and their habitat
- Stakeholders agreed that the strategic plan 2012-2017 should be reviewed, suggested what should be included in the reviewed strategic plan and how the process should be done
- Election procedure and eligibility criteria for serving on the TUNADO Board explained and all urged to express interest

There being no any other business, the chair thanked all stakeholders for dedicating their time saying that a person who gives you their time is more important than a person who gives you money. He wished all journey mercies & requested a volunteer to say a word of prayer. Ms. Josephine Mamawi volunteered and said the prayer. Meeting was closed at 4:15pm.

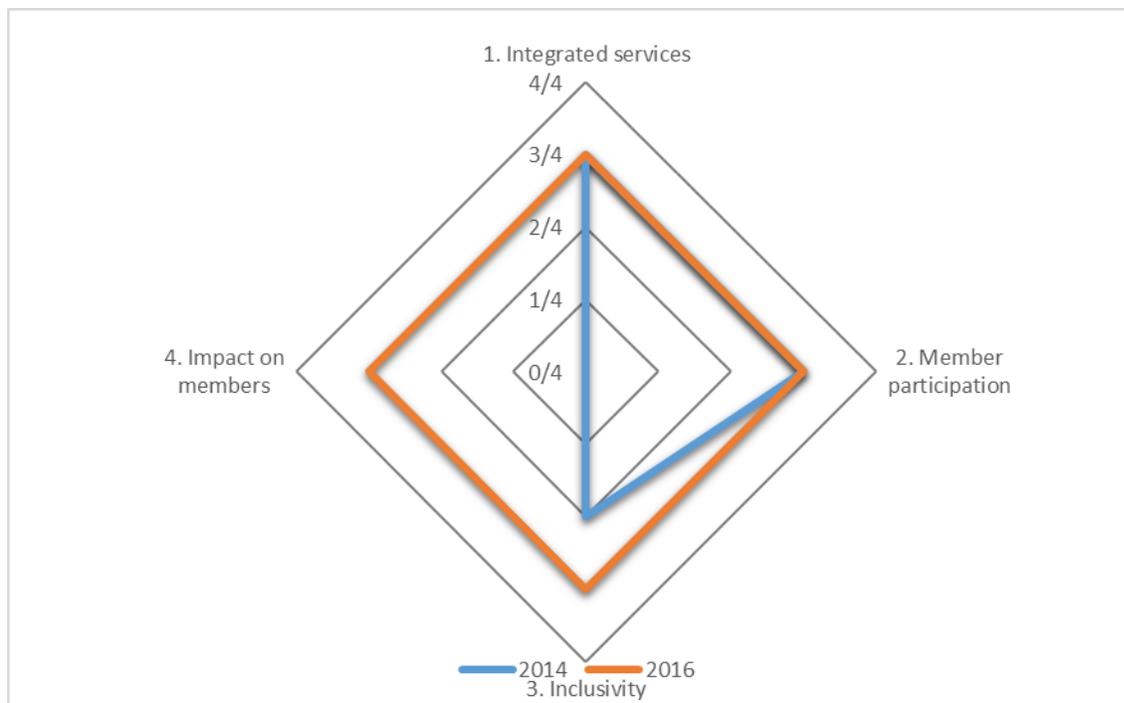
APPENDICES

Appendix 1: MSP Programme

Time	Activity	Responsible
08:30-09:00	Registration	TUNADO
09:00-9:20	Highlights on the objectives and expected outcomes of the Apiculture MSP	ED-TUNADO
09:20-09:40	Welcome remarks	Chairman –TUNADO
Session One –Chaired by Dr. Robert Kajobe, Director NARO Rwebitaba ZARDI		
09:40-10:00am	Highlights of 2016 sector priorities	PM - TUNADO
10:00-10:30am	Setting agenda for 2017, strategies for working with other value chains e.g. coffee, establishing apiaries in conservation areas	All participants
10:30-11:00am	Group discussion to generate ideas & distribution among stakeholders for follow up at next MSP	All Participants
11:00-11:30	Coffee/Tea Break	
Session Two-Chaired by Mr. Jurua Jackson, Chairman TUNADO		
11:30- 12:00	TUNADO strategic plan 2012-2017	Director Karama
12:00-12:30	Questions and answers	All participants
12:30-01:00	Group discussion to develop methodology for reviewing strategic plan 2012-2017 and developing strategic plan 2017-2021	All participants
01.00-02.00	Lunch	
Session Three-Chaired by Mr. Julius Barigye, Agro-enterprise development coordinator, Trias		
02:00 -02:30	Presentation on Board of Directors' election	Counsel Immaculate
02:30-03:00	Questions and answers	All participants
Session Four-Chaired by Carol Asiimwe, Project Manager IMU Swisscontact		
03:30-4:00	Highlights of the day's proceedings & way forward	Rapporteur

Appendix 2: Results of TUNADO membership satisfaction survey conducted by Trias on 28th November 2016

Total scores Member Satisfaction		2014	2016
1.	Integrated services	3/4	3/4
2.	Member participation	3/4	3/4
3.	Inclusivity	2/4	3/4
4.	Impact on members	0/4	3/4
Total scores Member Satisfaction		3/4	3/4



Appendix 3: Pictorial of the MSP



TUNADO chairperson giving his welcome remarks



UCDA'S James Mayanja giving a contribution during the MSP