



The Uganda National Apiculture Development
Organisation –TUNADO



Annual Report

2015



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Contact details

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ABBREVIATIONS

AA	Apitrade Africa
AGM	Annual General Meeting
BOD	Board of Directors
FAO	Food Agricultural Organization
JICAHWA	Jie Community Animal Health Workers Association
KABECOS	Kamwenge Beekeepers Cooperative and Savings
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MOU	Memorandum of Understanding
NAADS	National Agriculture Advisory Services
NAP	National Apiculture Policy
NARO	National Agriculture Research Organization
NRMP	National Residue Monitoring Plan
PSFU	Private Sector Foundation
SCU	Swiss Contact Uganda
TUNADO	The Uganda National Apiculture Development Organization
UMA	Uganda Manufactures Association
UNFFE	Uganda National Farmers Federation
URA	Uganda Revenue Authority
USSIA	Uganda Small Scale Industries Association
ESOEP	Enabling Synergies between Organised Enterprising People (Trias funded programme)
B2BE	Beekeeper to Beekeeper Extension model
SAIL UG	Strengthening the Apiculture Value Chain for Improved Livelihoods

Chairman's message

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

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

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

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

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



Jurua Mc Peace Jackson
Chairman BOD TUNADO

I.0 Overview of the Institution

I.1 Organisational purpose

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

Vision

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

Mandate

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

TUNADO Philosophy

We believe in promoting apiculture as a business enterprise.

Mission

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

Core values

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

Goal

Membership representation, advocacy, lobby and apiculture promotion.

1.2 Strategic objectives and programme areas

1.2.1 Policy engagement and advocacy

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

1.2.2 Membership servicing

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

1.2.3 High level apiculture promotion

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

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

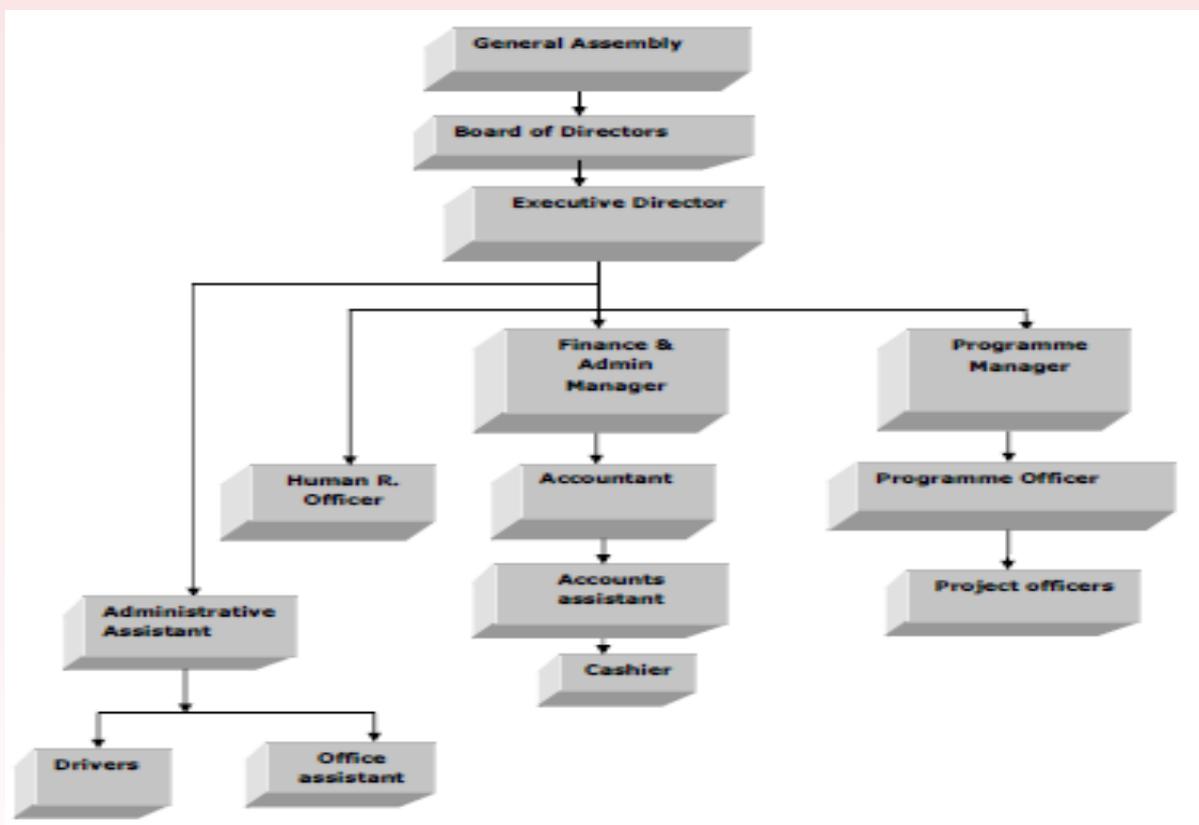
Effective governance of the organisation ensures that policies, values and systems by which TUNADO manages and shapes its affairs with transparency, accountability and responsible decision making at strategic, management and programme levels.

TUNADO Core Areas



2.0 Organisational structure, Leadership and Governance

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



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

Procurement and asset management: Finance and administration manager is responsible for the management of the organisation assets under the supervision of the executive director. Procurement of non-current assets is by approval of the board after comparison of 3 suppliers' quotations. Assets

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

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

On human resource: TUNADO has a human resource policy that stipulates recruitment, salary and remunerations (although this is clearly stated, staff still earn below the structure since most donor funded projects budgets are restricted to activities and a new strategy for projects to contribute to the concerned officers by salary structure has been adopted), staff welfare, reporting structure among others. Currently TUNADO has five full time staff headed by the Executive Director (MSc) and assisted by Finance and Administration Manager and Programmes Manager. The three are permanent employees of the organisation while the other two are programme officers (1-membership development and 2-Communication, women and youth desk). TUNADO takes advantage of its experienced members to offer hands-on training and exposures but at a cost. On several occasions TUNADO receives volunteers (non-paid) but with experience to offer services. TUNADO also receives interns whose capacity are built but also participate in the day to day activities. Where TUNADO lacks the capacity, consultancy services are solicited to backstop the staff. Below is a list of current board of director elected in 2012 for a 5 year term during the annual general meeting;

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

Ms. Evas Mugabi: Vice Chairperson and also representing South Western

Ms. Lakot Filder Mary: Director Northern Uganda

Mr. Oluga George William: Director Mid Northern

Mr. Kisaali Bosco: Director Eastern

Mr. Kanyike Charles: Director Central

Mr. Tunanukye George: Director Mid-Western

Mr. Ainebyona Clives: Processors & Packers

Mr. Karama Farid: Processors & Packers

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

Below are the profiles of TUNADO Secretariat Staff:

Executive Director (Mr. Biryomumaisho Dickson): Dickson holds first class Degree in Community Forestry & Msc Agroforestry (majoring in entomology economics-useful and edible insects) all of Makerere University Kampala Uganda. (Mr. Biryomumaisho Dickson) heads TUNADO management and

is the accounting officer. He holds Msc in Agroforestry majoring in commercial entomology and has several related certificates to his position. He has 9years' experience as head of different institutions. He has vast experience in developing and managing donor funded developmental projects, work plan/ budget development, implementation and monitoring, financial management, policy and strategic plan formulation and implementation, and Research. Biryomumaisho has experience in managing, supervising, mentoring and strengthening staff to build team to achieve high level institutional performance.

Programme Manager (Ms. Birungi Phionah) is qualified in Wood Science and Technology with a Second Class (upper) honors degree from Makerere University Kampala and holds several certificates in project planning management, monitoring and evaluation. Phionah heads the programmes department and is charged with programme development and management. Since graduation, she has previously worked mostly with the private sector at both field and managerial level. She has over seven years of experience and knowledge in forestry, agribusiness management, business proposal development, work plan and budget development, monitoring and evaluation, coaching and supervision while working with people of different cultures and background. Before joining TUNADO, she worked for Mabona Agro-processors (U) Ltd, Ugaply Industries Ltd and Sustainable timber based batch production under HorizonT 3000.

Finance & Administrative Manager (Ms. Sauda Babirye) holds B. Commerce and ACCA she has over 17 years working experience as accountant to both Government and Private institutions. She has excellent skills in budget formulation and monitoring. She has a wide experience in corporate finance management and project financial management in both private and public sector. She is experienced in financial management and reporting, Tax advisory services, business and project appraisals. She has worked in several organizations including Uganda Railways Corporation, DFM Financials-Kampala, Total care Ltd-Kampala, Pure Products Ltd-Kampala, Delta Force protection Ltd. Currently Sauda is charged with responsibility of managing TUNADO finances and is proud to serve the apiculture family.

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

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

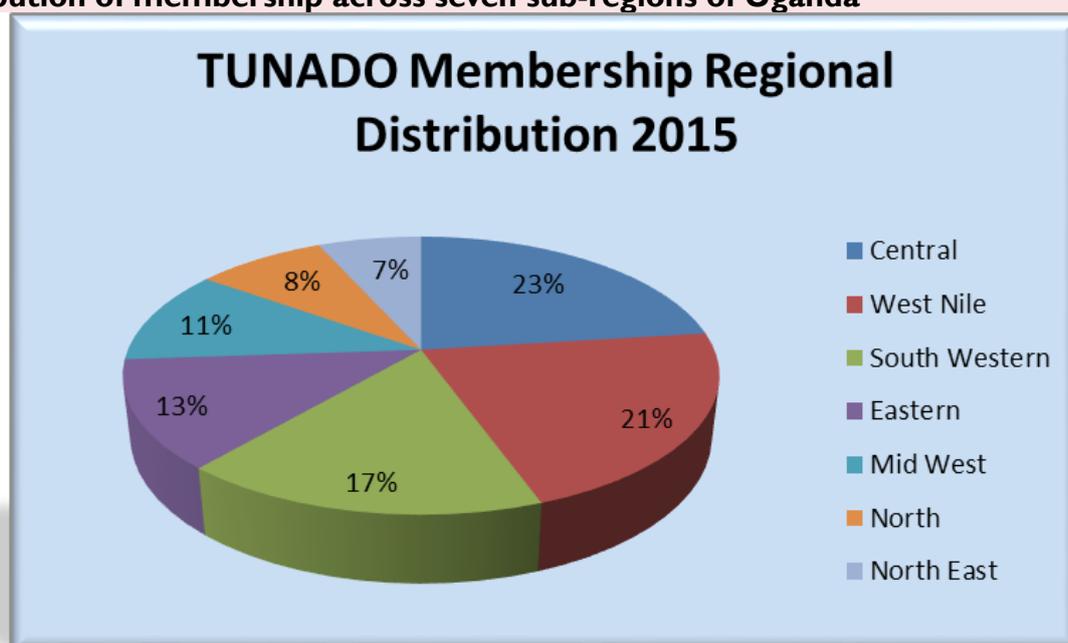
Accountant (Ms. Nakakaawa haspha) holds a bachelor's degree in Business Administration of Ndejje University, majoring in accounts and a Diploma in secretarial studies from Uganda College of Commerce Aduku. She has worked with Pure Products Limited as the finance manager for four years and currently working with TUNADO as the Accounts assistant. She has vast experience in using accounting software such as Quick books and Tally but also excellent in finance management and accounting, budgeting

formulation and monitoring.

Table I: Membership categories

No	Member Categories	Membership (Ugx)		Number of current members
		Joining	Annual Subscription	
1	Associations/Processors and packers	100,000	200,000	106
2	Registered Groups	100,000	100,000	90
3	individual members	100,000	50,000	43
Total				239

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



Board of Directors' Message

On behalf of the board of directors I am extremely happy to present to you the annual report for the Year Ended 31st December 2015. In the year 2015, TUNADO deliberate on her mandate, collaborated with Government, Development Partners and all Actors along the Honey value chain. This was done through the four strategic objectives namely: - Membership Servicing, Institutional Strengthening, High Level Apiculture Promotion and Lobby & Advocacy.

I. The General Business Environment

Government provided an enabling environment in areas of infrastructure, peace and security, ICT and Human capital development for the private sector to thrive amidst challenges of corruption, poor accountability and bad governance where there is need for all of us to recommit ourselves to fight it.

Apart from the above, the economy also faced macro-economic challenges in 2015:

- Depreciation of the Uganda shilling by 35% against the US dollar
- Inflation rose to 8.8%
- Level of youth unemployment at 68%
- Energy tariffs increased by 18%
- Interest rate averaged at 25%

Besides the whole of last year was dominated by politics

These impacted negatively on apiculture businesses and therefore this requires Government to address

them so that our products are competitive in the region.

2. Key Achievements

Membership Servicing

End of year 2014 MSP identified a gap in skills and prioritized it for 2015. TUNADO with support from development partners trained 35,841 persons including 3,699 women and youth in the program areas of Bunyoro & West Nile, 32,142 people in West Nile, Lira and Kotido under SAIL-UG. Using Beekeeper to Beekeeper Extension Model and Market Pull Approach, members were trained by specially trained trainers using the Simplified National Training and Extension Manual in 119 Learning Centres. The training covered equipment and protective clothes making, apiary management, harvesting & post-harvest handling, value addition in honey and other bee products, bulking and collective marketing, record keeping and governance, gender action learning systems methodology and financial literacy.

22 trading hubs for honey bulking and collective marketing were established in West Nile, Lira and Kotido.

An exposure visit was organized for hub managers from West Nile, Lira and Kotido to Kamwenge to learn how collection centers are operated and how the farmer-led extension model (that was developed further to “beekeeper to beekeeper extension” model) operates.

Illustrative training posters were developed based on the simplified national beekeepers training and extension manual. This makes it easy for the illiterate and semi-illiterate members to follow the trainings.

Institutional Strengthening

Membership increased from 215 in 2014 to 239 in 2015

Statement of Changes in Equity in UGX

	Note	Members' Equity	Accumulated Surpluses (Deficits)	Total
January 1, 2014	3	3,001,920	6,665,993	9,667,913
Surplus of Income Over Expenses For The Year			(1,892,095)	(1,892,095)
December 31, 2014		3,001,920	4,773,898	7,775,818
Surplus of Income Over Expenses For The Year			308,793,430	308,793,430
December 31, 2015		3,001,920	313,567,328	316,569,248

Apiculture Promotion

The 6th honey week was successfully organized under the theme “Transforming women and Youth from Subsistence to Commercial Apiculture”. The show was well patronized and the climax saw awards being given to the best regional apiary enterprises in the 7 zones aimed at addressing quality related issues.

The 2014 End of year MSP approved the establishment of a business wing, to this end a business plan was prepared in 2015 and formal registration of the company to operate the business will be done 2016. If Business wing becomes operational it will increase the marketing options for members since it will market members’ products.

A credit fund was established with Centenary Rural Development Bank and HOFOKAM to offer processors, trading hub coordinators and beekeepers loans with flexible repayment terms to promote their businesses hence increasing overall volumes of honey traded.

In addition to the TUNADO in-house information resource materials, TUNADO was able to contribute articles to other magazines and media as a way of promoting the sector. For example TUNADO advertised with 7 regional radios including, radio Pacis in West Nile, radio Wa in the North, Radio west in the Western Uganda, voice of Teso in the East and capital FM, KFM & Super FM in Central Uganda. In print media, 8 apiculture stories (6 in daily monitor, 2 in The New Vision and 1 in the observer) were published in print media ranging from the use of honey in treatment of TB to training and earning from beekeeping and extension services in the apiculture sector.

Below are the links:

<http://www.monitor.co.ug/Magazines/Farming/Lira-beekeepers-association/-/689860/2890294/-/13w6erh/-/index.html> (September 30)

<http://www.monitor.co.ug/Magazines/Farming/Karamoja-beekeepers-visit-Kamwenge-lessons/-/689860/2777958/-/ffl cem/-/index.html> (July 18)

<http://www.monitor.co.ug/Magazines/Farming/Ministry-Agriculture-award-best-beekeepers/-/689860/2761964/-/57e06jz/-/index.html> (June 24)

<http://www.monitor.co.ug/Magazines/Farming/Beekeepers-honey-packers-packaging/-/689860/2753990/-/rf67mhZ/-/index.html> (June 17)

<http://www.monitor.co.ug/Magazines/Farming/Annual-honey-week-to-focus-on-youth-and-women/-/689860/2837800/-/9v4> (August 19)

<http://www.monitor.co.ug/Magazines/Farming/Youth-advised-form-bee-groups/-/689860/2871792/-/lyujhsz/-/index.html> (September 16)

<http://www.newvision.co.ug/news/672817-youth-told-to-form-groups-for-govt-support-on-bee-farming.html> (August 30)

<http://www.newvision.co.ug/news/672691-less-patients-reporting-with-tb-at-mulago.html> (August 26)

Lobby and Advocacy

TUNADO continued to advocate for the enactment of the National Apiculture Policy and to this end worked with Apitrade Africa and this saw the Policy revised and a Strategic plan made and forwarded to the parent Ministry (MAAIF). A follow up meeting was conducted with stakeholders early 2015 to lay strategies for more advocacy on the issue spearheaded by Private Sector Foundation of Uganda (PSFU). Regional office in Arua has remained operational. The office continues to advocate on issues of quality in the sector in the region given that it is the leading producer of honey.

On a continental level, TUNADO was represented by the Chairman at the Africa Apiculture Platform general assembly which was held in Harare Zimbabwe where TUNADO advocated for inclusion of apiculture in African cropping systems because of the pollination services the bees render to food crops. At International level the ED represented TUNADO at Apimondia Congress at Daejon in South Korea and presented the illustrative training posters and TUNADO was applauded for the innovation and acclaimed centre of excellence. Under Commonwealth Professional Fellowship, the ED was hosted by Bees for Development UK where he was exposed to beeswax processing and marketing, managing member based organizations, packaging apiculture information, organizing successful honey shows and developing advocacy messages.

In monetary terms Ugx. 668 million was spent on member servicing, Ugx. 180 million was spent on Institutional Strengthening, Ugx. 61 million was spent on Apiculture Promotion and Ugx. 6 million was spent on Lobby & Advocacy. These reflected the needs of members and the actors as decided at the end of 2014 Multi-stakeholders Platform (MSP) as sector priority issues for 2015.

3. Project Management

In 2015 TUNADO managed three projects: Enabling Synergies between Organised Enterprising People (ES-OEP) in partnership with Trias in the Bunyoro and West Nile regions, Strengthening the Apiculture Value Chain for Improved Livelihoods Uganda (SAIL-Uganda) in partnership with Oxfam in West Nile, Lira and Kotido. Then Inclusive Markets Uganda (IMU) in partnership with Swisscontact Uganda at national level. This is big news in the history of TUNADO since inception. The outcome of these projects is that skills of beekeepers have been enhanced and the volumes of honey produced increased and quality improved leading to increased incomes and improved livelihoods.

4. Sustainability of TUNADO

The Board, Management and Staff of TUNADO recognize their obligation in building a sustainable organization for the benefit of all the actors in the honey value chain. TUNADO is therefore in advanced stages of establishing a business wing to trade in members' products and services. So far a business plan

has been prepared and the process of incorporating a private limited liability company is in progress.

5. Outlook for the future/ future plans

- Developing a comprehensive apiculture investment profile for Uganda
- Conduct capacity building trainings along the value chain (mobilisation ,skilling in apiary management, artesian ,product diversification, processing, packing and marketing)
- Popularise the beekeepers financial product (sector financing)
- Organise and conduct apiculture promotional events such as honey week
- Strengthen trade and market of beeswax, honey and other products and apiculture equipment
- creating an enabling environment for beekeeping such organizing business events, trade missions, lobbying for favorable policies
- ensure inclusivity and address gender based barriers to beekeeping
- focus on institutional development such as membership recruitment and retention
- Promotion of B2B training and extension model

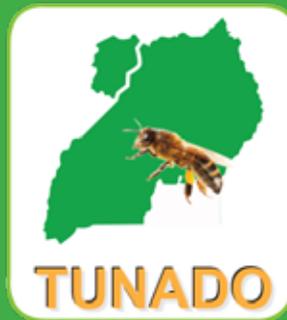
6. 2016 BUDGET

No.	Strategic Objective	Amount
1	Management Activities	219,900,000
2	Monitoring, Evaluation, Accountability and learning (MEAL)	116,060,000
3	Institutional Strengthening	1,211,710,000
4	Membership servicing	1,462,157,100
5	Policy engagement and advocacy	22,240,000
6	High level Apiculture Promotion	243,930,000
	Total budget	3,275,997,100

7. Appreciation

These achievements are a result of hard work, dedication, perseverance, consistency and selfless service to the industry. TUNADO would like to thank Government for their collaboration and for providing an enabling environment for the industry to thrive. The Development Partners and all stakeholders for their support. However I want to thank the following in particular for their continued Programme support: The Department of Entomology-MAAIF, OXFAM, Trias, MIVA, Swisscontact Uganda, Bees for Development. In addition TUNADO extends thanks to ZOA, Self Help Africa, AgriProFocus, SNV, Environment Alert, ICCO Cooperation and The Hunger Project for the technical support and financial support to TUNADO sector organised events such as honey week

We thank Members of TUNADO for their subscriptions that has helped us to deliver on our mandate. We thank Management and staff for their unwavering support and dedication that has seen us grow from strength to strength. Alluta continua!!!



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