



The Uganda National Apiculture Development
Organisation –TUNADO

A photograph showing a group of people gathered outdoors under large trees. A man in the center is carrying a large log on his shoulder. The scene appears to be a community meeting or a training session in a rural setting.

Annual Report
2020



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List of Acronyms

AA	Apitrade Africa
AGM	Annual General Meeting
BOD	Board of Directors
HACCP	Hazard Analysis Critical Control Point
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MOU	Memorandum of Understanding
PSFU	Private Sector Foundation of Uganda
PwD	Persons with Disability
SCU	Swiss Contact Uganda
TUNADO	The Uganda National Apiculture Development Organization
TBT	Technical Barriers to Trade
UNFFE	Uganda National Farmers Federation
URA	Uganda Revenue Authority
USSIA	Uganda Small Scale Industries Association
UIA	Uganda Investment Authority
UCDA	Uganda Coffee Development Authority
URSB	Uganda Registration Service Bureau
ESOEP	Enabling Synergies between Organised Enterprising People
NARO	National Agriculture Development Organization
ZARDI	Zonal Agricultural Research Development Institute
B2BE	Beekeeper-to-Beekeeper Extension model
WOB	World of Bees (U) Ltd
GALS	Gender Action Learning Systems
RTC	Rural Transformational Centres

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1.0. About TUNADO

The Uganda National Apiculture Development Organisation (TUNADO) is the apex body recognised by the public and government of Uganda to coordinate the apiculture sector in Uganda. TUNADO is a membership body that unites producers (beekeepers), processors, packers, service providers (trainers, researchers, marketers, equipment manufacturers, etc.), development partners, government and all other stakeholders towards apiculture development in Uganda. TUNADO is a non for profit, MBO, a company limited by guarantee (Reg No:62239) and was formed after realizing that apiculture sector was disorganised and yet it has the potential to contribute significantly to rural household income, poverty reduction and national economic development as well as environmental conservation. Since its inception in 2004, TUNADO has become “a must go to” institution for all information concerning apiculture. This has seen her membership grow over the years to currently 339 (Corporate Associations 142, CBOs 111, and 86 Individuals) and it continues to grow.

1.1 Vision

A vibrant membership based apex body coordinating apiculture industry in Uganda for sustainable national development

1.2 Mission

To provide a national platform for apiculture sector growth through capacity building, lobbying and advocacy, market development, product diversification and information sharing

1.3 Core Values

- Membership centered
- Voluntarism
- Accountability
- Innovation
- Inclusivity

1.4 TUNADO Strategic objectives

- a) To promote mutually beneficial partnerships in the period 2018-2022.
- b) To ensure a strong and effective TUNADO as a membership organisation in the period 2018-2022
- c) To put in place services and products to serve the interests of members
- d) To generate evidence for advocacy for apiculture subsector development by 2022.
- e) To support competitive and profitable apiculture enterprises for commercializing technologies and innovations.

2.0. Board of Directors' Message

The beekeeping subsector in Uganda has continued to grow in terms of number of players joining the industry, 91,213 people recorded by December 2020, 36485 women, 410,46 young people and 267 PwDs, volumes of bee products produced (Honey, beeswax, propolis, bee venom etc.) and quality of products. In 2020, the industry was greatly affected by the Covid 19 pandemic lockdown. In response to the pandemic, TUNADO together with Woord en Daad introduced the apiculture supply chain stabilisation fund (that has grown to be recognized as Apiculture Business Fund). This is some form of advance credit to enable processor and trading hubs run their business without affecting producers. The beekeeping communities were supplied with face mask, sanitisers and hand washing facilities, while the vulnerable female youth and women were supplied with dignity packs composed of sanitary pads, towels, knickers and soap. As a result of these interventions almost if not all TUNADO members continued with their businesses despite the challenge. Some businesses have even reported growth in the period.

In order to fulfil our vision we deliberately allocated 62% of the annual budget towards membership development in this year under review leading to many achievements in 2020. In year under review, TUNADO recruited twenty extension staff (Apiary Masters) and equipped them with the necessary tools such as motorcycles, protective gear, beekeeping extension manuals and smart phones. Such efforts have led to the improvement of quality of the bee products at the producer level leading to increased market penetration. We are proud to report that Ugandan bee products now enjoy 91% of the domestic market share.

Following the different engagement meetings held with Uganda National Bureau of Standards (UNBS) to enhance the quality and competitiveness of Ugandan bee products, TUNADO successfully advocated for the development of Propolis standards which are now in place referenced as - East African standard for Propolis. The standards for bee venom and bee pollen are in their draft form. During the year under review, TUNADO linked UNBS staff to processors and packers across the country so as to acquire a Q mark. As a result, the number of bee product processing companies certified to use a UNBS Q – mark has increased from 17 in the previous year to 22.

In 2020, TUNADO embarked on construction of its Multi-purpose Complex worth 6 billion at Buntaba, Dundu along Gayaza-Mukono highway. When complete, this facility will house TUNADO secretariat, conference halls, laboratory, exhibition rooms, export storage facilities and a demonstration center. NATO Investments Engineering Company was contracted to undertake its construction.

However, like any other organization, TUNADO is still challenged by:-

- Securing and maintaining strong core funding
- Lack of reliable statistical data to facilitate proper planning and drive business and investment in the sub-sector in Uganda.
- Unguided sector support, where by some donors and development partners provide duplicate services to beekeepers and promote non-suitable and affordable technologies and practices.
- Climate change due to environmental degradation has affected bee populations and honey yields. Beekeepers reported reducing foraging plants which affected honey production.
- The Ministry of Agriculture has not included apiculture as one of key strategic enterprises in DSIP agriculture. Therefore the subsector cannot attract substantial budget.
- Increasing misuse of agro-chemicals has affected the bee population.

In a particular way I would like to sincerely thank members of TUNADO for their commitment to grow the beekeeping sector, our programme partners (Woord en Daad, Trias Uganda, Oxfam, Mercy corps, Bees for Development) and activity based partners (the hunger project, NARO, UNBS, USSIA, Swiss contact etc.) for the continued support technical and financial support that has seen the sector transform to where it is today. On behalf of the Board and Management, I pledge that we shall utilise all resources given to us effectively and efficiently in order to build the beekeeping industry in the country.

3.0 Key Achievements 2020

3.1 Membership Development

Membership development is a core objective of TUNADO. It is for members that we stand and all members ought to stand with us because the delivery of our mandate demands that we consolidate our membership. TUNADO as a member-based organisation dedicated 48% (UGX 2154727597) of its annual budget towards membership development and in the year under review, TUNADO provided the following membership development services:

3.1.2 Outreach

In 2020, TUNADO's outreach programmes to her members and the general public was greatly affected by the outbreak of the corona virus disease that has seen the world get to its knees. This affected the normal operations of the organization but nevertheless we managed to operate and run the organization effectively. TUNADO employed different mechanisms to reach 2547 people 46% (1171) female and 35% (891) youth. (Refer to annex 2 for a list of districts in which we did outreach programmes)

3.1.3 Capacity building and Extension

Following the prioritization of extension and capacity building by members as a necessary tool for apiculture transformation, in 2020, TUNADO recruited twenty extension staff (apiary masters) in the programmes department and equipped them with the necessary tools for extension i.e. motorcycles, hive inspection and harvesting gear, beekeeping extension manuals and smart phones. Through their services, our foot print has increased across the country.

In 2020, our extension focused on the following areas;

- Retooling beekeeper cooperatives and associations in group dynamics and governance.
- Training cooperatives and associations in bee product development, branding and enhancing their market penetration.
- Gender mainstreaming and inclusivity of vulnerable people into beekeeping.
- Business development support services including business clinics and business camp to apiculture MSMEs, to increase their competitiveness and capability for business growth.
- Comprehensive training in apiary establishment and management.
- Improving post – harvest handling of bee products and promoting quality assurance systems
- Bee product value addition training in making propolis, beeswax jelly, candles, etc.

These, supplemented with extension services by district entomologists led to:

- ✓ Incentivized beekeepers to increase their production which by December 2020 stood at approximately 14,578 metric tons of honey and 162 metric tons of beeswax (Uganda Honey Market Report).
- ✓ Increased the market penetration, with Uganda enjoying 91% of the domestic market share. (honey market intelligent survey report 2020)



Figure 1: Graph showing market share of Ugandan local honey vs Imported Honey by December 2020

- √ Increased investment in beekeeping (in terms of number of beehives and improved apiary management practices). For example in 2020, beehives supplied increased by 42% compared to beehive sales made 2019.
- √ Improved participation of women, youth and PWDs in beekeeping. For example of the total number of beekeepers subscribing to TUNADO (91,213) by December 2020, 36485 were women, 410,46 were young people & 267 were PwDs. 90% of these women and 32% of youth are either employed in production or value addition. This employment has seen beekeeping contribute 100% household income to 52% of the participants and between 35-70% to the rest of the participants.
- √ Improved food security at beekeepers household level (TUNADO Annual Data collection, 2020). This is evidenced by the number of meals (2) eaten daily per household.
- √ Diversification of income sources by beekeepers through investing proceeds from beekeeping into livestock, establishment of small business and commercial crop production. This has helped them improve their resilience and withstand shocks like the covid 19 pandemic, prolonged dry spells and food shortage.

3.1.4 Business Development Services (BDS)

In order to deliver the unique, professional skillsets that are inevitable for building effective structures and processes for growing a winning business, TUNADO in collaboration with USSIA and Trias organized a one year BDS programme to enhance the competitiveness and capabilities of apiculture MSMEs with a turnover of 50 million shillings and above in Uganda. This was achieved through; 1) holding a business camp with apiculture entrepreneurs 2) providing post-camp support in identified business growth constraints and 3) offering Personalized training. By the end of 2020, the organization registered a positive change in the behavior of apiculture MSMEs toward business formalization and compliance to government statutory obligations such as business registration, paying taxes, and certification. Similarly, many MSMEs have adopted the use of business plans not only as a compass for strategic decision making but also improving their record keeping. As result of this, approximately 10% of the MSMEs reported access to new markets.

Business clinics were equally organized for entrepreneurs whose annual turnover is less than 50 million and their trainings focused on how to raise their cash flow and ensure continuous profit streams, maintaining quality supply systems, increasing market penetration, taxation and access to finance.

At grass root, TUNADO embarked on a journey to improve the business acumen of beekeepers to enable them adapt their enterprises to the “new normal” through capacity building in product development, packaging, branding, marketing and making partnerships.

3.1.5 Communication and Information Dissemination

TUNADO continued to engage with sector players to ensure that they receive consistent, factual and purposeful information. This was done through;

- √ Production and dissemination of 1700 copies of the Quarterly Api newsletter. The newsletter entails market information, success stories in beekeeping and beekeeping advisory articles. The success stories not only motivated others to join the apiculture sector but also to embrace beekeeping as source of livelihood. The advisory articles are used as a guide for beekeepers and also as reference for scholars. Timely market information has improved market access, while the Api price watch is now used as basis for price negotiations.
- √ Word of mouth during office visits, phone calls and sms were used on a regular basis to inform members of TUNADO key activities such as trainings and meetings.
- √ Social media platforms: The use of Whatsapp -0779299778, twitter- tunado_bees and Facebook- www.facebook.com/tunadobees and YouTube channel tunadobees enabled TUNADO to maintain contact and share information with membership even during the COVID-19 pandemic. This helped TUNADO market members’ products and provide up-to-date extension services, including beekeeping guidelines and needs-based support. Similarly,

- the organization adopted the use of virtual meeting technologies such as zoom, Google meet and teams to maintain effective communication with partners.
- √ Information on sector developments, policy directives and project development was provided to TUNADO members and sector players through emails, TUNADO website, Radios, print and social media platforms

Table 1: The different communication platforms used and their outreach

Communication channel used	Level of outreach
Emails, phone calls and SMS	91,213 persons
Api news letter	produced and disseminated 6800 copies to the public and soft copies uploaded on the website
Social media (face book, twitter, whatsapp, you tube)	Made 135 Facebook posts, with an average of 1236 engagements per post and a reach of with 7000 people. Made 96 tweets with a reach of 410 followers Uploaded 7 beekeeping related videos with an overall watch of 1392 views TUNADO official Whatsapp currently has 58 subscribers.
Radio Stations	6 million people -18 radio stations – Radio west, voice of kigezi, cbs, capital, Kamwenge, Mubende FM, Rupiny, Arua one, voice of Teso and Tororo FM, Q FM, Etop Radio, radio Paidha, Ikumbanya FM, Seke FM, mega, unity FM and liberty FM Radio.

TUNADO awareness and sensitization campaigns on different media platforms made it easy for the public to access 1) market information 2) beekeeping guidance, research, innovations and best practices 3) training opportunities 4) COVID 19 prevention measures. These increased the organizations visibility across the country, public participation in TUNADO engagements, enhanced house hold hygiene and mitigated the spread of COVID in beekeeping communities.

3.1.6 Member visits

Continued membership visits made it possible for TUNADO to establish the status of her members’ apiculture enterprises, document best practices for sharing and replication and give technical advice where necessary. A total of 103 members were visited in 38 districts across the country. During the visits, on sight technical advice was provided but also issues that needed further engagement were registered for inclusion in TUNADO’s 2021 work plan. The following areas of improvement were identified:

- Increasing financial access to processors, producers and trading hubs
- Increasing apiculture extension staff across the country
- Heightening awareness on bee forage planting and nature conservation
- Promote controlled use of agro chemicals in beekeeping zones.

3.1.7 Linkage to other professional bodies

Our membership and synergy with other national coordinating bodies such As Private Sector Foundation Uganda, Uganda Small Scale Industries Association, and Uganda National Farmers Federation made it easy for our members to secure services offered by them without directly subscribing or paying for the services.

3.1.8 Improving market access for beekeepers (TUNADO Business wing)

World of Bees increased outlets to 3 shops, that is Kira house, Kingdom Kampala and online (www.worldofbees.shop). The business provided a marketing platform to 24 TUNADO membership and advanced payment to 15 members totaling to Ugx. 243,000,000 and recovery stands at 75%.

In order to give back to suppliers, World of Bees rewarded 450 loyal suppliers of her suppliers with harvesting gears to enable them to continue supplying quality bee products.

To serve membership better, World of Bees recruited one more staff, a barrister stationed at Kingdom Kampala to diversify business.

Because of consistently fulfilling her obligation of filing annual returns, World of Bees got a waiver for withholding tax from Uganda Revenue Authority.

4.0 Institutional Strengthening focuses on building the capacity of TUNADO to fulfil her mandate, while ensuring good governance, accountability, innovativeness and inclusion.

4.1 Organization Governance and Management

In 2020, TUNADO maintained her core values of remaining accountable to members, development partners and the public through conducting the AGM as required by the articles and memorandum of association. TUNADO held her 13th AGM in which the BoD presented the 2019 annual report, 2020 annual work plan and budget which were unanimously adopted and approved for implementation. The AGM equally received and adopted the Auditors report for the financial year 2019 and appointed Auditors for 2021.

TUNADO successfully organized quarterly BOD meetings (42nd, 43rd 44th and 45th) as stipulated in the articles and memorandum of association. This made it possible for the BOD to maintain her oversight function through supervision and strategy development. Due guidance was always given to management and as a result, we have continued to have unqualified audit reports for TUNADO and all the various projects we manage. Special thanks to the BOD members for their invaluable support in 2020.

At management level, monthly management meetings were held under the guidance of the Executive Director and departmental heads. In these meetings, departmental reports were presented, progress measured against implementation and new strategies for achieving results laid. The monthly meetings helped the management team to keep on track towards activity implementation and also to expedite timely activity implementation and reporting to donors.

4.2 Staff Recruitment

Recruited and deployed 18 new staff (apiary master). Their deployment across the country enabled TUNADO to continue providing the much needed extension services to beekeepers and they became a channel for information dissemination to and from beekeepers and vice versa.

4.3 Infrastructure Development

4.3.1 TUNADO Multi-purpose Complex

TUNADO kick started the construction of the multi-purpose national bee products export hub in Buntaba Dundu along Gayaza Mukono high way. Construction is ongoing under NATO engineering company and by the end of 2020, the ground floor was half way complete. The multi-purpose building will house TUNADO secretariat, conference halls, laboratory, exhibition rooms, beekeeping museum, export storage facilities and a demonstration center.

Similarly, paper work for the construction of a beekeeping training Centre for mid- north is on-going and once complete plans to kick start construction will begin in 2021.

4.3.2 Transport

Procured 10 motorcycles and distributed them to apiary masters to ease their movement while providing extension services to beekeepers. Motor cycles have made it easy for apiary masters to move closer to bee champions that are in hard to reach areas.

Procured 18 smart phones for apiary masters to enable them effectively communicate with TUNADO members with whom they provide extension. Phones have made it easy for apiary masters to communicate, take photos and collect data (through the farmer link app) which is used as a basis for planning.

4.4 Capacity Building for BOD and Staff

TUNADO staff attended a training on lobbying and advocacy using the farmer's advocacy consultative tool- FACT. The tool has been institutionalized and adopted by members for collection of advocacy issues at grassroots level.

BOD and staff members trained in leadership trajectory. The trajectory aimed at achieving behavioral change among the current and future leaders of farmers' associations.

Staff training in filming and video editing using phones for two months. This has helped field staff to take short video clips and photos of ongoing trainings and share them on different media platforms as learning materials.

4.5 Inclusivity

In 2020, TUNADO focused on amplifying its inclusiveness through;

Programme mainstreaming: making sure that all programme activities and services designed, are inclusive, equitable and non-discriminatory, and therefore do not create barriers or reinforce any negative effects. Using this approach, we managed to increase participation of formerly excluded people (active but poor women, youth, and people with disabilities) in programme planning and implementation on an equitable basis.

Policy mainstreaming: Following the development of the gender, safeguarding and disability mainstreaming policies in 2019, much effort in 2020 was geared towards their implementation. For example, Gender Action Learning Systems (GALS) was adopted and is used in implementation of every project as a household tool for empowerment to fight poverty, reduce social injustice, gender based violence and encourage husbands and wives to work together. Similarly, PwDs especially those with visual and hearing impairment were encouraged to actively participate in beekeeping and provided with necessary support – protective gears, beekeeping posters for the deaf and audio training manuals, supplemented with onsite technical trainings.

Sensitization: lobbying and advocating for an enabling environment was at the center stage of every platform (district and national level advocacy youth platforms) organized to ensure that the specific needs and rights of young and vulnerable farmers/entrepreneurs are recorded and considered for incorporation in district work plans.

4.6 Improving M&E function

Enhanced the capacity of staff in areas of monitoring evaluation and learning by training them on different M&E tools. For example, two programme staff attended a training on using survey CTO tool in data collection and analysis. This combined with the adoption of farmer link app and Kobo as tools for data collection have made it easy for the M&E staff to capture, sort, analyze and store vital data from her members for future retrieval in case of need but also provided a more robust basis for raising funds and influencing policy.

Monthly field visits were made to both members and project implementation areas to fast track progress and identify areas of improvement.

In every project, progress review and reflection meetings were held on quarterly basis to track the progress at different levels. Emerging issues during the quarterly reflection meetings were given priority

so as to avoid hindrances to proper implementation of the planned activities. A strong M&E system has enabled us to assess the crucial link between our purpose, programme implementation and beneficiaries on the work we do hence creating a path for learning and improvement.

4.7 Membership Recruitment and Retention

In 2020, TUNADO heightened its membership recruitment drive with an intention to expand her coverage and visibility across the country. We are glad to mention that throughout the year, we were able to increase our membership to 339 members. This is up from 327 the previous year. Our recruitment drive has remained alive to the fact that members must see value in belonging to TUNADO as reflected in strategic objective of membership development. This is why we have taken caution against fast expansion and concentrated more on deepening our membership through service provision

Table 2: Membership categories

No	Member Categories	Membership (Ugx)		Number of current members
		Joining	Annual Subscription	
1	Associations/Processors and packers	100,000	200,000	142
2	Registered Groups	100,000	100,000	111
3	individual members	100,000	50,000	86
Total				339

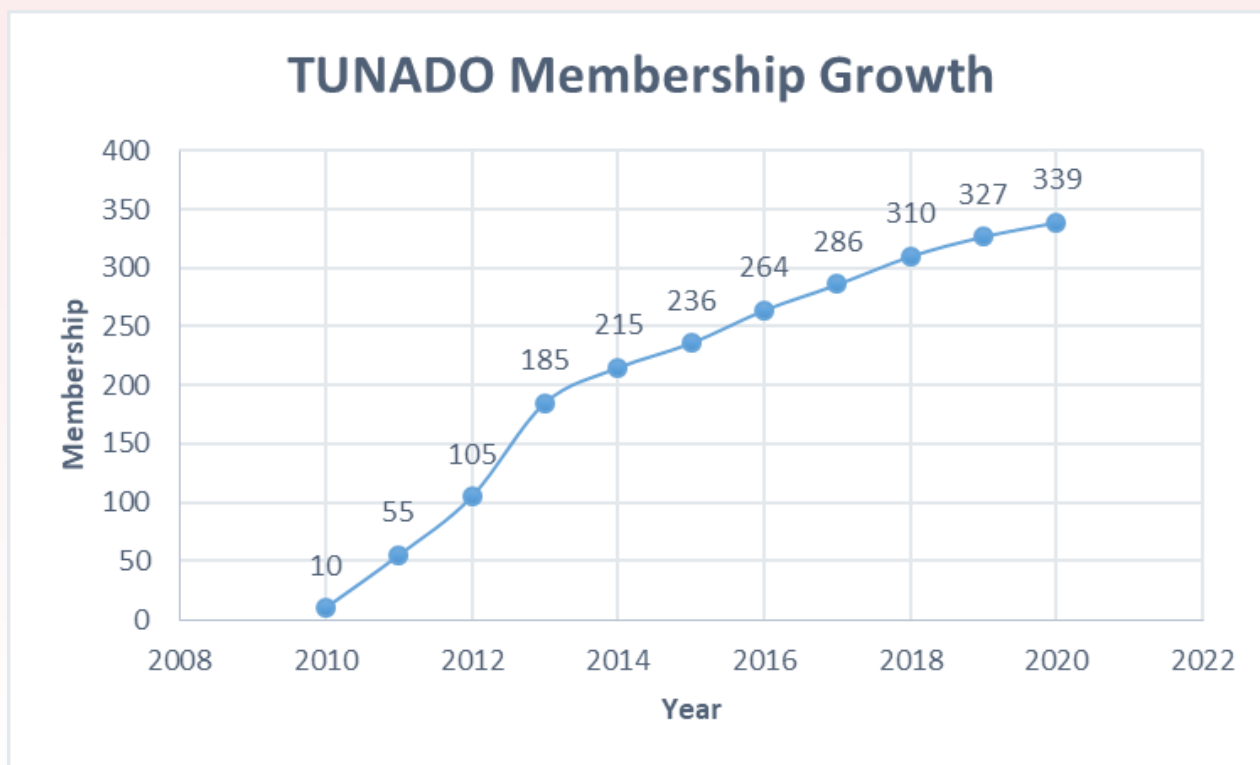


Figure 2: Graph showing TUNADO annual membership growth in the last 10 years

4.8 Partnerships

TUNADO continued to collaborate with various development partners, government and the general

public. For example, our partnership with Government through our line Ministry of Agriculture Animal Industries and Fisheries (MAAIF) has facilitated a smooth working relationship and recognition by government as the only organization mandated to coordinate the apiculture sector in Uganda. The entomology department has equally played a vital role in promoting TUNADO activities and the sector at large with the help of the district entomologists under production office. Other partners at national level include National membership apex bodies (PSFU, UNFEE, USSIA) Disability mainstreaming NGOs (National council for the deaf, national council for the blind, light for the world and national union for disabled persons) Micro finance institutions (Hofokam), and CBOs while at international level we continued to work with INGOs based in and out of the country that support apiculture and international apiculture membership bodies (woord en daad, trias, Oxfam, BfD, EU, Mercy corps, the hunger project, world vision etc.)

4.9 Resource mobilisation

In 2020, TUNADO management with support from the board embarked on a resource mobilisation drive. We are happy to report that five proposals were submitted to different donors and approved as indicated below;

Table 3: Indicates the approved project proposals in 2020

Project name	Implementing partner	Project area	Donor	Duration
Bees for Batwa	TUNADO	Kisoro district	Danish beekeepers association	Two
Bee * trees youth challenge fund	TUNADO	across Uganda	Netherlands Ministry of Foreign affairs.	Three
Bee green – Bees and macadamia	TUNADO	Tooro sub region	WWF	One
Bee a Champion 2(BAC)	TUNADO	across Uganda	NORAD, Lakar missionen	Three
Bee Better Extension	TUNADO	West Nile, Gulu and Kotido	Irish Aid through Oxfam Uganda	one

The above will add to existing projects of

- 1) Bee better -Oxfam Irish Aid funded (one year to completion)
- 2) Enabling Synergies between organized enterprising people Trias funded under DGD. (One year to completion)
- 3) Bee a champion (one year to completion)
- 4) Bee PWD (one year to completion)
- 5) Sure deal (two years to completion)
- 6) SYTEL (4yrs)

With this funding and support from the membership, TUNADO is optimistic that 2021 will have a significant change in sector growth and development.

N.B: For details on the different projects, please check the TUNADO website: www.tunadobees.org

4.9.1 Completed project

“Bee Diverse” Creating diverse and sustainable income opportunities in the apiculture sector in Northern Uganda (BDMF). Was a 3-year project, funded by European Union through Woord en Daad and Alcode and was implemented in greater northern Uganda (West Nile, Mid North and North Eastern regions) Focusing on;

- Providing young (fe) male beekeepers, employees and service providers an opportunity to generate a sustainable income and employment by promoting a competitive, sustainable and diverse apiculture sector in Northern Uganda.

- Providing the target group with a matching financial support to start or expand business initiatives in the apiculture sector and combines capital with business development services (BDS) and technical training to address the demands and needs of the target group.
- Development of the Apiary Value Chain in Karamoja. This project was supported by mercy corps under the Apolou programme, with funding from the USAID Food for Peace initiative. The projects focused on;
- Building the capacity of honey producers to maximize their honey production both in quantity and quality.
- Creating strong business linkages through linking small and medium scale honey enterprises to profitable markets at the regional and national levels.

5.0 Supporting competitive and profitable apiculture enterprises for commercializing technologies and innovations through business incubation

The onset of Covid-19 at the beginning of the year coupled with measures taken to control the pandemic by government such as the countrywide lockdown greatly affected market access for bee products. As a result, TUNADO realigned its efforts towards strengthening the market to ensure continuous and uninterrupted flow of bee products right from the producers to trading hubs then to processors and finally to the end user. For this to happen, several approaches were employed;

- » Introduction of a supply chain stabilization fund; the peak of Uganda’s major honey flow season (February-June) coincided with the lockdown which limited RTCs and processors’ capacity to pay for all the bee products harvested and delivered to their premises. TUNADO and World of Bees advanced payment worth UGX. 257,000,000 to the affected players so that the supply chain is maintained.
- » Establishment of a subsidized bee products transportation mechanism; bee products from producers to trading hubs and associations were moved by extension motorcycle. From this point, movement of large quantities of bee products to Kampala, which is Uganda’s largest honey market was aided by pickup vehicles facilitated by TUNADO.
- » To ensure that these bee products reach the market, world of bee (U) ltd increased its online marketing and door to door delivery of bee products to both supermarkets and final consumers. With this approach in place, we are happy to report that by December 2020, no member of TUNADO reported business closure due to the market slowdown.

Investment support in equipment:-In 2020, TUNADO with support from Woord en Daad under the Bee champion project, introduced a cost share scheme for bee champions (beekeepers with over 50 colonies) to enable them acquire equipment with ease. Under this initiative, bee champions attached to Arua Market Women Honey Traders Association and Bunyangabu Beekeepers Cooperative were able to raise 230,000,000 (€55,289) towards procurement of beehives, bee suits, airtight buckets, smokers and forage.

In a bid to promote competitiveness among sector players, TUNADO with support from development partners organized the 3rd apiculture enterprise competition in Uganda under theme: **“promoting competitiveness and standardization in apiculture for sector growth”**. The challenge was run in seven sub regions of Uganda, including Mid North (Lango and Acholi), West Nile, South Western, Mid –West, Central, Eastern (Busoga and Bukedi) and north eastern (Teso and Karamoja). A total of 51 apiculture entrepreneurs participated. Out of the 51, 20 emerged the best in different categories and were given awards worth 500,000 each. Documentation of their best practices is ongoing and when complete, they will be widely disseminated for replication elsewhere.

5.1 Improving financial access for apiculture.

In 2020, TUNADO engaged Magnus Ventures Ltd, one of the financial consulting firms in Uganda, to

under take a study and establish bottlenecks of access to finance for membership across the country. Below are some of the bottlenecks highlighted in the report as a major impediment to financial access;

- Apicultural enterprises being unsuitable for financing (small size/subsistence operation, risky & seasonal cash flows).
- Inappropriateness of available financing (high interest rates, no or very short grace periods, stringent preconditions, long loan processing duration).
- Hidden costs of a loan in some financial institutions
- Financial service providers’ have a limited understanding of the challenges faced in apiculture

With reference to the findings, TUNADO is happy to report that in December 2020, an apicultural focused financial product was designed and marketed to major banking and financial institutions in Uganda for consideration. A committee has been appointed to follow up.

6.1 Bee product standardization and Certification

6.0 Advocating for enabling policy environment

To enhance the quality and competitiveness of Ugandan bee products, TUNADO successfully advocated for the development of Propolis standards which are now in place for reference as - East African standard for Propolis. While the standards for bee venom and bee pollen are in their draft form. Propolis standards come as an addition to the existing honey and beeswax standards.

During the year, TUNADO was able to link UNBS staff to processors and packers across the Country for them to offer on sight technical guidance with focus on constructing a standard processing unit, setting up a HACCP and developing quality supply systems. As result, 5 processors (Rukanju Company limited, Arua market women honey traders association, Western Silk Road, Blessed bees for life and Archways agro-processing ltd) were able to acquire a Q mark. We are happy to report that the number of bee product processing companies certified to use a UNBS Q – mark has increased from 17 in the previous year to 22 hence increasing their acceptance to high end markets such as super markets and hotels across East Africa. (Refer to annex 1 for the list of companies with a UNBS Q mark)

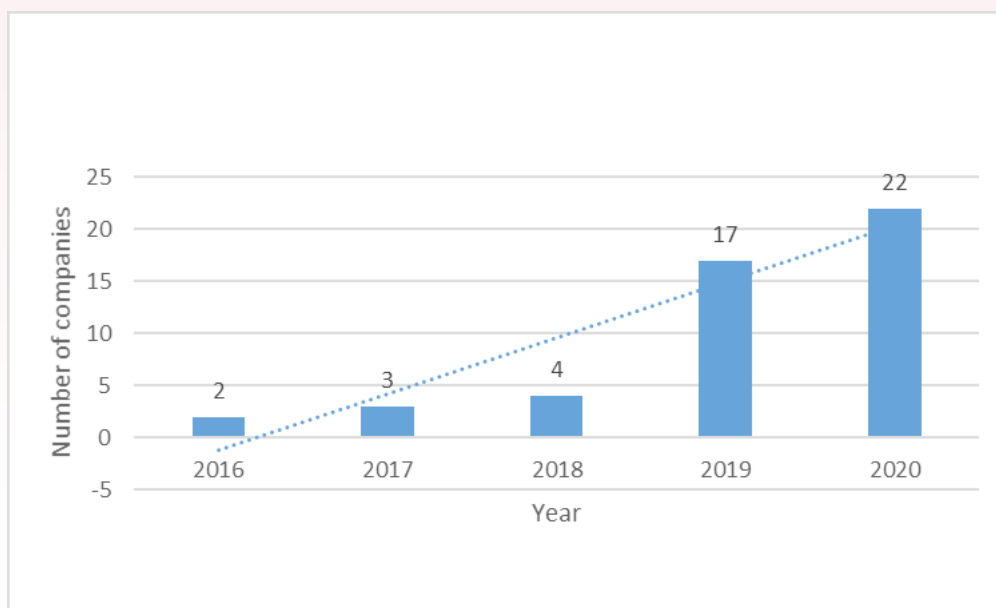


Figure 3: Graph Showing a Growth in Number of Companies That Have Attained the Quality Mark Certification

6.2 Value Chain Advocacy

In order to raise informed, relevant and evidence based issues affecting the apiculture value chain,

TUNADO adopted the use of the farmer's advocacy consultative tool – FACT in 2020. Through this, TUNADO was able to;

- Train leaders of producer groups, extension staff and district entomologists in using the FACT methodology to conduct consultations.
- Conduct research in farmer organizations to identify issues for lobby and advocacy
- Conduct regional workshops with key stakeholders to distil issues and formulate advocacy issues at regional level.
- Conduct a joint supplementary research with Makerere University to synthesize the outputs of the consultation and design a policy paper.

The above activities culminated into the development and presentation of policy brief on honey bee survival and productivity in Uganda to stakeholders including NARO, academic institutions and MAAIF. Following the submission of the policy brief, MAAIF has joined TUNADO to develop a national apiculture strategy to address some of the issues highlighted in the policy.

6.3 Stimulus Package for the processors and trading hubs in light of COVID 19.

During the lockdown in March 2020, TUNADO took the lead and engaged with apiculture development partners to ensure that their priorities are focused towards resuscitating the beekeeping industry through supporting the enterprises to stay afloat. As a result,

- With support from development partners, the apiculture supply chain stabilization fund was introduced in form of advance credit to enable processors and trading hubs run their business without affecting producers.
- The beekeeping communities were supplied with face masks, sanitizers and hand washing facilities.
- The vulnerable female youth and women were supplied with dignity packs composed of sanitary pads, towels, knickers and soap.
- Printed and disseminated leaflets containing COVID 19 prevention measures

On the environmental front, TUNADO heightened its advocacy on the planting of multi-purpose forage trees as an alternative activity to tree cutting for charcoal. Through this effort, TUNADO has partnered with community based nursery operators across the country to support beekeeping communities through enriching their apiaries with multi-purpose trees such as cashew nuts, macadamia nuts and Calliandra. These will supplement beekeepers' income in the medium term through selling nuts while at the same time providing forage for bees and reducing tree cutting for charcoal burning as a source of livelihood.

Furthermore, a district round table meeting was organized with political and technical leaders of Nebbi, Zombo and Arua to discuss options for curbing the increasing environmental degrading practices in the region. As a result, district leaders unanimously agreed to heighten the implementation of the charcoal burning district ordinances in which tree cutting for charcoal burning is prohibited, increase awareness on effects of bush burning, misuse of agrochemicals and deforestation.

6.4 Advocacy Platforms

In 2020, TUNADO made great strides to expand her advocacy platforms, to incorporate district level youth platforms and district round table meetings as an addition to the existing regional and national apiculture Multi-stakeholders platform (MSP). All these platforms have amplified civic participation in mainstreaming the apiculture development agenda, improved accountability, transparency and networking.

Through the district youth advocacy platforms held in West Nile, youth were able to discuss their concerns with relevant authorities. Among the issues raised were;

- Limited access to finance due (lack of collateral, limited grace period and high interest rates).
- Low budgetary allocation towards youth skilling by the districts.
- Lack of enabling environment (appropriate skills training, role models, and social safety

networks).

- Lack of youth-friendly policies to promote youth-led enterprise development.

We are happy to report that through the district round table meetings organized as a follow up to the concerns raised by youth, the meeting with district leaders made it possible for the districts to prioritize particular issues within their district work plans. Among the issues picked were;-

- Incorporate youth skilling programmes in their annual budgets
- Conduct training for youth in attitude and mindset change
- Create room for exposure and learning visits at the district with particular interest in youth
- Conduct entrepreneurship and financial management trainings for youth.

Similarly through the end of year national MSP 2020, TUNADO was able to generate issues that need more emphasis for sector growth as highlighted below;

- Integrate bee resources in cropping systems and biodiversity conservation
- Stimulate research and development in the apiculture sector
- Establish on farm bee reserve habitats and enhance bee forage establishment
- Lobby for responsible use of agrochemicals
- Increase extension services at lower levels – sub counties.
- Retool district entomologists in beekeeping
- Develop and institutionalize the national apiculture strategy
- Increase apiculture data collection
- Increase budget allocation to the apiculture sector
- Support TUNADO as coordinating body

As a follow up, a harmonization meetings with departmental commissioners from Ministry of Agriculture were held. As a result, the meeting agreed to;

- Organize and conduct a research to establish the extent of damage to bees by specific chemicals in agrochemicals and use the results to advocate for the inclusion effects of the chemicals on bees and other pollinators of on agrochemical packages to avoid misuse.
- Strengthen enforcement to identify counterfeit chemicals and remove them from the market.
- Develop a policy brief to strengthen risk assessment and provision of alternative solutions for farmers (for chemicals which are highly toxic to bees)
- Review the livestock policy to be more elaborate on bees.

TUNADO takes the pleasure to thank her members, development partner and government for their contribution towards the development of the apiculture sector in Uganda. It's because of your support that TUNADO was able draw the above achievements in 2020.

7.0 Challenges & Opportunities

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

There is limited information and scanty data on the sector which hinders investors from making informed decision on how to best invest in the sector.

There is also unguided sector support, where by some donors and development partners provide, duplicate services to beekeepers and promote non-suitable and affordable technologies and practices. Most development partners view apiculture sector support as donation of hives to beekeepers and little emphasis is still put on skilling and extending support to private sector yet they provide market and are the actual drivers of the sector.

Poor policy implementation on quality and product standards has led to an influx of sub-standard bee products on the market. This has greatly affected the image of Ugandan bee products thereby reducing their competitiveness on domestic, regional and international markets.

TUNADO still spends a lot of money on renting premises that accommodate the head office. Climate change due to environmental degradation has affected bee populations and honey yields. Beekeepers reported reducing foraging plants which affected honey production.

The Ministry of Agriculture has not included apiculture as one of key strategic enterprises in DSIP agriculture. Therefore the subsector cannot attract substantial budget.

Increasing misuse of agro-chemicals has affected the bee population.

7.2 Opportunities

TUNADO is well recognized by Government (through MoU) and apiculture stakeholders as the only national body with members' mandate to coordinate the apiculture industry in Uganda. This makes it a one stop centre for apiculture information exchange, networking and dialoguing platform in the country.

The presence of the TUNADO Business wing (World of Bees Uganda Ltd) provides remunerative services and market for honey, beeswax, other bee products and equipment produced by TUNADO members.

TUNADO has strong partnerships with international agencies and private sector plus positive attitude from the general public on what it does and the sector as a whole. This makes it easy for TUNADO to engage with stakeholders to cause collective development in a coordinated manner.

The presence of The National Beekeepers' training and extension manual and Beekeeping training posters is an opportunity to the sector. It is hoped that training is going to change from adhoc to more organized and structured fashion using the harmonized training manual.

Existence of district Entomology office. Reception of the district entomological offices makes it possible for TUNADO to access beekeepers at the grass root with ease.

High demand for bee products exists in Uganda and beyond. This has motivated value chain actors to double efforts in production and quality maintenance to meet the needs of the existing market.

The need to increase production of bee products is prompting the beekeepers to conserve the environment by planting more trees to provide forage for the bees.

31 DECEMBER 2020

8.0 Financial and non-financial highlights

Financial report highlights, performance (income and expenditure) , position statement(net asset base after comparing the assets and liabilities) and budgets vs actuals for 2020.

Reporting currency is UGX

A: Performance

A.1. Income by source

I.	SOURCE	BF	RECEIVED	TOTAL
	Woord en daad-BDMF	6,912,725	331,582,749	338,495,474
	Woord en daad-BAC	295,574,761	883,113,954	1,178,688,715
	Oxfam	7,879,401	412,229,005	420,108,406
	Trias	845,124	386,700,000	387,545,124
	Bees For development	72,181,118	206,228,510	278,409,628
	Private Sector Foundation	-	-	
	Sytel	4,911,623	0	4,911,623
	European Union	0	587,399,289	587,399,289
	Mercy Corps	0	421,184,640	421,184,640
	Total Grants	388,304,752	3,228,438,147	3,616,742,899
	TUNADO internally generated income	0	873,097,927	873,097,927
	GRAND INCOME	388,304,752	4,101,536,074	4,489,840,826

Note

- Total project implemented 8
- Income brought forward from 2019 is 388,304,000. Income mobilized for 2020 is ugx 4,101,536,074 (internally generated income ugx 873,097,927 and grants ugx 3,228,438,147)
- Internally generated income increased by 54% from Ugx 401,844,278 (2019) to Ugx 873,097,927 (2020).The increase is majorly from trainings and consultancies done, for both local and international firms.
- Overall income increase is 43%, 2,537,794,920 (2019) to 4,489,840,826 (2020)

A.2. Expenditure

I.	Expenditure	Total Expenditure	operational Expenditure	Capital
	Woord en daad-BDMF	348,612,040	348,612,040	0
	Woord en daad-BAC	1,335,200,081	793,051,211	542,148,870
	Oxfam	419,057,561	419,057,561	0
	Trias	387,322,982	267,322,982	120,000,000
	Bees For Development	302,342,996	302,342,996	0
	Sytel	4,678,250	4,678,250	0
	European Union	587,399,289	587,399,289	0
	Mercy Corps	421,184,640	421,184,640	0
	TUNADO	646,490,706	287,410,706	359,080,000
	GRAND INCOME	4,452,288,545	3,431,059,675	1,021,228,870

	Partner/Own	Motor Cycles	Building -(WIP)	Computers	Total
1	TRIAS		120,000,000	0	120,000,000
2	WOORD EN DAAD BEE A CHAMPION - IMPLEMENTATION PHASE	49,553,997	492,594,873	542,148,870	542,148,870
3	TUNADO		355,530,000	3,550,000	359,080,000
	TOTAL	49,553,997	968,124,873	3,550,000	1,021,228,870

A.3. Expenditure

Total income	4,489,840,826
Less operational expenses / capital Exp	(4,452,288,545)
Suplus	37,552,281

B- Comparison of Budgeted income and Actual received to

2020 Budgeted income ugx = 4,197,687,600
 Actual received ugx = 4,101,536,074

Total achieved =98%

C-ASSETS- UGX	
A: Non Current Assets	
1:Land:	278,000,000
2: Building:	1,156,484,073
3: Motor vehicle:	177,452,128
4: Computer :	14,243,769
5: Training Equipment's:	57,229,491
6: Furniture and equipment's:	6,598,026
7: Investment in World of Bees:	227,370,005
Total	1,917,377,491

Non-current assets increased by 58%, Ugx 804,420,932 (2019) to Ugx 1,917,377,491(2020)

Current assets

B: Cash and Bank Balance	24,916,716
C: Receivables	255,987,461
D: Payables	321,816,459

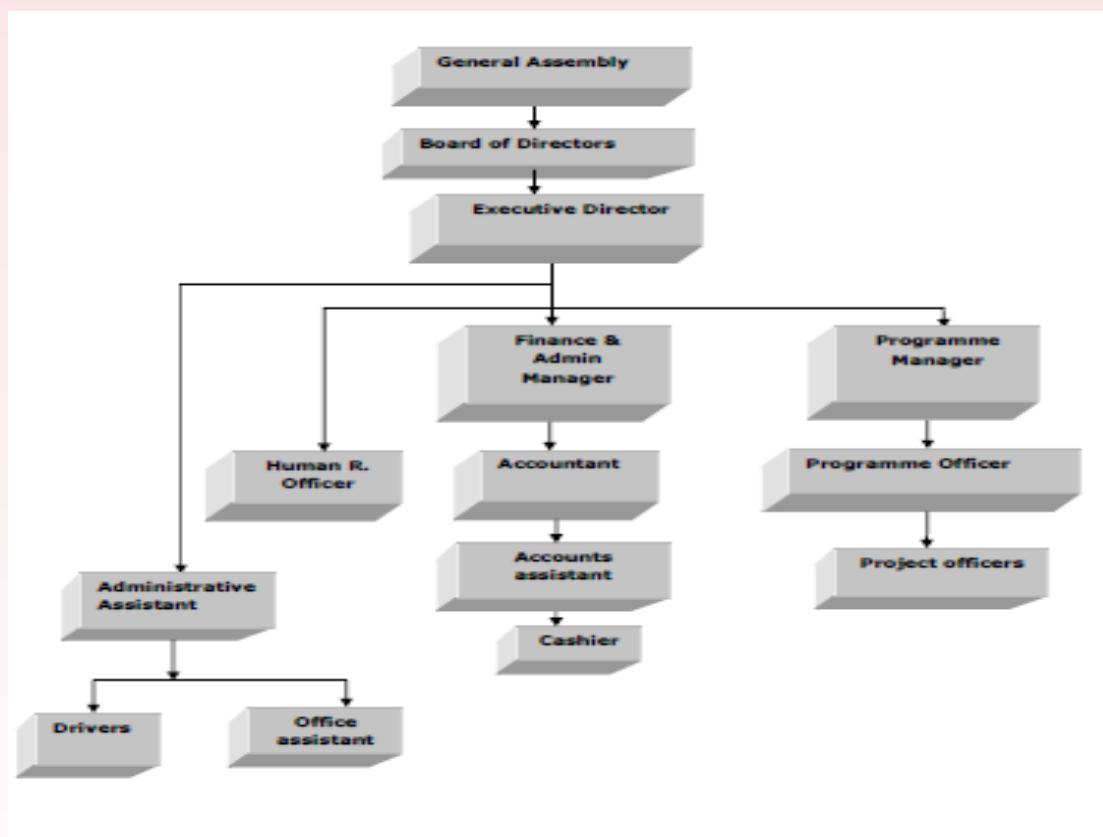
9.0 Outlook for the future/ future plans

- a) Technical capacity building of membership and other stakeholders along the honey value chain utilizing both conventional and digital platforms
- b) Strengthen apiculture business fund (ABF) and institutionalize digital credit access systems e.g. Sevi app to promote inclusive access to financial services by.
- c) Environment restoration through promotion and supporting membership and stakeholders to plant multi-purpose trees like macadamia nuts, cashew nuts, coffee, shea nuts.
- d) Support World of Bees to provide remunerative market and technical beekeeping support to the beekeeping sector in Uganda.
- e) Develop innovative ways of providing business development services to membership through developing beekeeping customized digital services like kucheza app
- f) In collaboration with research organisations and academia, conduct applied research on agro chemical use
- g) Develop multiyear apiculture strategy to guide sector investment and growth
- h) High level apiculture promotion using different media channels such as exhibitions, mainstream, social, print and electronic media.
- i) Lobby and advocate for an enabling environment for beekeeping to thrive
- j) Implement strategies to ensure women, youth, refugees and other marginalized groups like Batwa and Ik are gainfully employed in beekeeping.
- k) Support membership to achieve product and systems certification
- l) Continue improving staff capacity to provide demand driven services to membership
- m) Strengthen apiculture business fund (ABF) to provide inclusive credit services

10.0 Organisational structure, Leadership and Governance

10.2 Organizational structure:

The General Assembly is the supreme decision making organ of TUNADO. It comprises of all paid up members and convenes once every year. In Accordance with the Articles and Memorandum of Association, the AGM is convened within the first four months after the expiry of the Fiscal Year of TUNADO which is from 1st January to 31st December. The AGM meets to receive the Annual Report prepared by the Directors, The accounts, The Budget, 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. The Board then appoints the Executive Director who heads the management and oversees the day to day execution of 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 the current status of the organization, achievements and planned actions. The last AGM took place on Thursday, 27th April 2017 where the Board presented their Annual Report, Accounts, Budget and retained the Auditors (PM Associates Certified Public Accountants).



10.3 Financial management: Finance department is headed by a qualified Finance and Administration manager and assisted by an accountant. The Finance manager reports to the Executive Director who reports to the Finance Board Committee. Operating Finance policies are in place and followed. All transactions are authorized and approved by the Finance Manager 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 selected by the AGM to report on the activities of the organization.

10.4 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 capitalized. 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. For motor vehicles, the policy stipulates that 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.

10.5 Resource Mobilisation: TUNADO has a strategic plan 2018-2022 with a clear vision, mission and acts as a resource mobilisation strategy. It has key result areas, indicators, activities, outputs and budget with a clear goal of membership representation, advocacy, and lobbying and apiculture promotion. The organisation is a living institution with members who pay annual subscription (non-restricted), organising paid up events (such as the Honey Week and Business Forum), has been successful in increasing partners.

10.6 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 twenty seven full time staff headed by the Executive Director (MSc) and assisted by Finance and Administration Manager and Programme Manager. TUNADO has a team of 69 stand by ToTs drawn from membership to offer hands-on training and exposures 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 to participate in the day to day activities. Where TUNADO lacks the capacity, consultancy services are solicited to backstop the staff.

10.6.1 TUNADO Management



10.6.3 Board of Directors of TUNADO 2017-2021

Below is a list of the current Board of directors elected in 2017 for a 5-year term during the annual general meeting;

Dr. Robert Kajobe: Chairman, also representing West Nile Region

Ms.: Doreen Nsasiirwe Vice Chairperson, also representing Processors & Packers

Mr. Robert Okodia: Director Northern Uganda

Dr. Amulen Deborah: Director Mid Northern

Mr. Esau. Okecho Misindye: Director Eastern

Mr. Mugula George: Director Central

Mr. Tunanukye George: Director Mid-Western

Ms. Evas Mugabi: Director South Western

Ms. Mamawi Josephine: Processors & Packers

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

