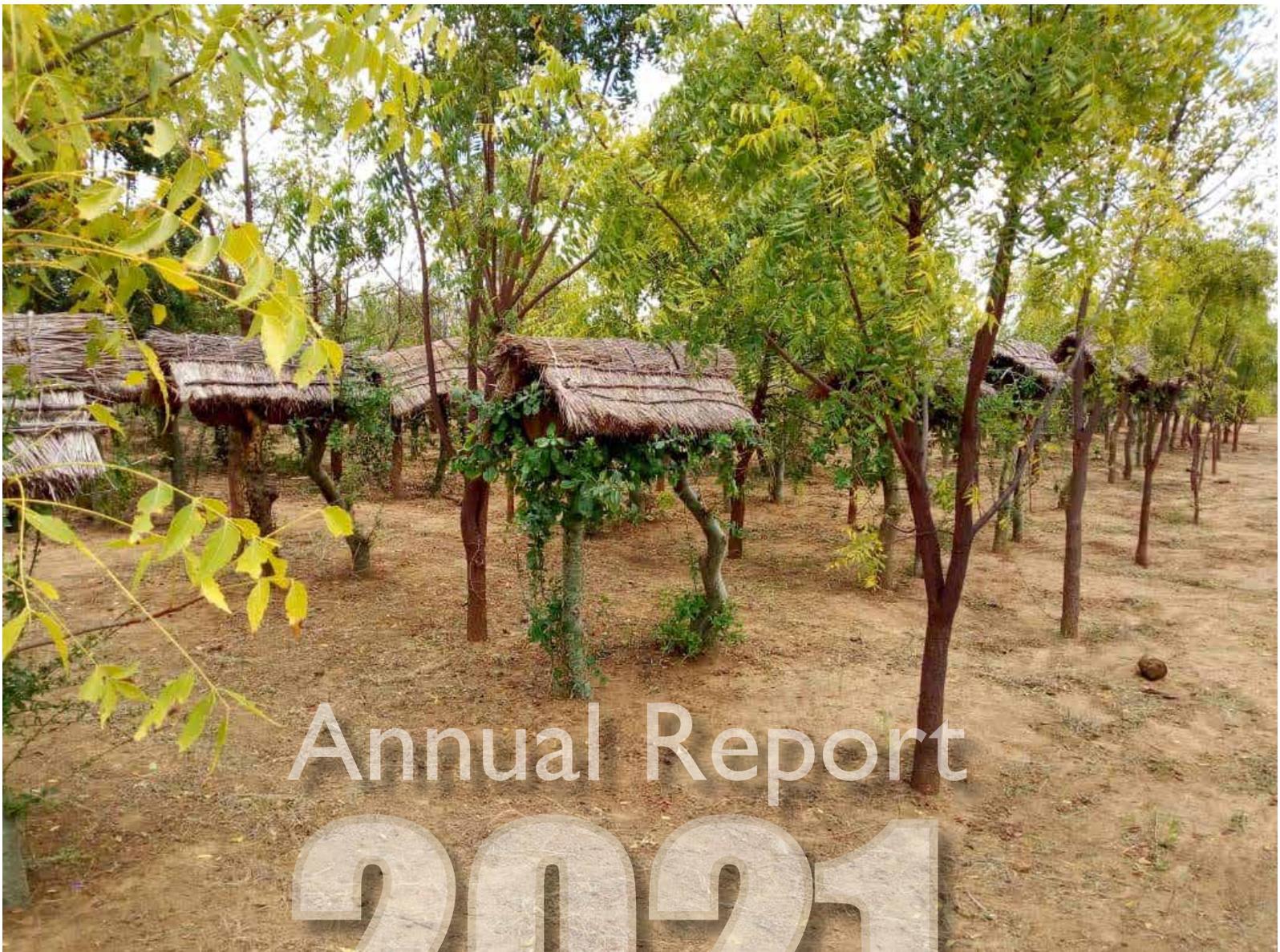




**The Uganda National Apiculture Development  
Organisation –TUNADO**



Annual Report

2021



## The Uganda National Apiculture Development Organisation –TUNADO

# Annual Report

# 2021

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## List of Acronyms

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

## 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

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

## 2.0. Board of Directors' Message



**Dr Robert Kajobe**  
*Chairman Board of Directors*

It gives me great pleasure to communicate to all TUNADO members and stakeholders. Over the last two years, the Covid 19 pandemic crippled so many businesses in the country. Our honey week could not be held over the two years. I am glad the honey week is back this year. Though our apiculture sector was not spared by the pandemic, many of our members came up with creative ways of doing businesses and some even expanded their business operations. We thank the almighty God for the gift of life and protection through the pandemic period.

Despite the pandemic, we made a lot of achievements last year. As a result of tireless campaigns by TUNADO there has generally been increased awareness about apiculture industry in Uganda. The general public has increasingly become aware about the value of bees and their products. TUNADO has engaged several communication channels to promote the apiculture sector in the country. The mainstream media, print media and social media

platforms have been used in this regard. This promotion has enabled TUNADO to become a good brand. As a result of its good work TUNADO is collaborating with a lot of partners. These include local and national NGOs, international NGOs, UN agencies, local private sector, international companies, Schools, Tertiary institutions and Universities, Government Ministries, Departments and Agencies, Farmer organisations, etc.

In order to increase apiculture production and productivity to meet the growing demand for bee products (honey, beeswax, propolis, bee venom etc.), TUNADO in collaboration with Woord en Daad co-created an innovative model call the Rural Transformation Centre (RTC). The RTCs are rural/regional based enterprises which can be beekeeper cooperatives, private companies, solely being run as profit making ventures but sourcing raw materials from beekeepers. They provide bulking services for beekeepers' products at regional level for onward marketing to national buyers. The extension personnel based at the RTC are called Apiary Masters. This innovation has resulted in increased production and productivity.

The number of TUNADO staff has increased drastically recently. Currently, TUNADO has a total of 30 staff (11 women, 19 men) of which 25 are youth). The deployment of 18 TUNADO extension staff (Apiary Masters) and 7 field support staff at different RTCs across the country enabled TUNADO to continue providing the much-needed extension services to beekeepers. They also became a channel for information dissemination to beekeepers and vice versa.

The trainings by the Apiary Masters have also led to increased awareness about bee forage. Farmers can benefit from sale of forage (Cashew Nut seedlings, Macadamia nut seedlings, Bottle brush seedlings, Calliandra callothysus seedlings, bee purspalaum, Tangerines & oranges). Beekeepers should particularly note that Cashew and Macadamia nuts are extremely high value nuts and give a high return to the beekeepers in addition to hive products.

As a result of the continuous promotion and trainings there has been increased production and productivity in the apiculture sector in Uganda. There has also been increased product diversification.

These products include Honey (Cream Honey, Coffee Honey, Hibiscus honey), Propolis tincture, Propolis infused teas, Beeswax, Bee venom etc. TUNADO has played a big role in the development of these products,

By the end of 2021, construction of TUNADO multipurpose complex was 40% complete and efforts are being made to have it complete by 2023. The construction site is located at Dundu along Gayaza-Mukono high way. When complete, the building will house TUNADO secretariat, conference halls, laboratory, training centre, video conference, exhibition rooms, beekeeping museum, export storage facilities and a demonstration center.

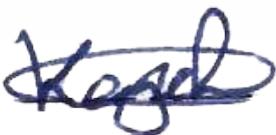
In 2021, the TUNADO World of Bees shop has expanded with two more outlets. Currently we have 4 outlets. In addition, we have an online shop [www.worldofbees.shop](http://www.worldofbees.shop)

Recently TUNADO in partnership with Woord en Daad established the Apiculture Business Fund (ABF). The ABF will help all beekeeping stakeholders' access affordable credit to facilitate their businesses.

Following TUNADO's resolution to become more inclusive at all levels, the organisation increased the participation of women, youth, Batwa and people living with disabilities. Persons with visual impairment and persons with hearing impairment participated in TUNADO activities.

Despite these highlighted successes we faced a number of challenges. The challenge of securing and maintaining strong core funding remains a priority. There is also inadequate reliable data for investors to enable them make informed decision on how to best invest in the sector. There is also unguided sector support, where by some development partners provide, duplicate services to beekeepers and promote non-suitable and affordable technologies and practices. Poor policy implementation on quality and product standards has led to an influx of sub-standard bee products on the market. Climate change due to environmental degradation has affected bee populations and honey yields. Beekeepers reported reducing foraging plants which affected bee colonization and therefore 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.

Finally, on a sad note, the sector lost an industrious member, Ms. Alice Ocokoru Bertha Ozia, Chairperson of Arua Market Women Honey Traders Association (AMWHTA) and Mr. Charles Ngudo, who was the driver for the secretariat. May the Almighty God grant their souls eternal peace.



Dr Kajobe Robert  
**Chairman BOD TUNADO**



**Birynomumaisho Dickson**  
*Executive Director - TUNADO*

## 3.0 Key Achievements 2021

### 3.1 Membership Development

Membership development is a core objective of TUNADO. As a national MBO, we exist because of members. Therefore, TUNADO is equal to membership and in the year under review, TUNADO provided the following membership development services:

#### 3.1.2 Outreach

In 2021, TUNADO's outreach programmes to her members and the general public was greatly affected by the continued presence of COVID-19 that has seen the world get to its knees. This affected the normal operations of the organization. Nevertheless, we managed to operate and run the organization effectively. TUNADO employed different strategies to reach 84956 beekeepers (33808 female and 25572 youth). (Refer to annex 2 for a list of districts in which we did outreach programmes)

#### 3.1.3 Capacity building and Extension

In the last five years, TUNADO embarked on a drive to increase apiculture production to meet the growing demand for bee products (honey, beeswax, propolis, bee venom, etc.). In order to respond to these demands, TUNADO recognized the need for a dynamic and proactive apiculture extension system that would bring apiculture transformation. Hence the new term RTC model co-created with Woord en Daad and now well adopted with other partners like Trias.

Rural Transformational Centres (RTC) is therefore TUNADO's new extension delivery mechanism and includes (apiary masters (AMs) who provide extension services to beekeepers through the bee champions. The model comprises of three building blocks i) the RTC ii) a bee champion and iii) an apiary master.

**RTC-** These are rural/regional based enterprises, can be beekeeper cooperatives, private companies, solely being run as profit making ventures but sourcing raw materials from beekeepers, providing bulking services for beekeepers' products at regional level for onward marketing to national buyers. They must have a track record of working with primary producers and must be compliant with statutory obligations such as paying taxes, systems and products must be certified by UNBS. These RTCs buy products from bee champions in their jurisdiction and process and add value. Since RTCs are also registered members of TUNADO, their products can be bought and sold by WoB, the business wing of TUNADO and other national buyers, on their behalf; to other national, regional and international markets.

**A bee champion-** Is the above average beekeeper in an area with at least 40 colonised beehives. He/she recruits and trains 10 or more other bee farmers to be his/her out growers. He/she is located at a sub county level. The bee champion acts as an agent of a Rural Transformation Centre (RTC), registering and training out grower beekeepers; linking them to input and equipment manufacturers/dealers and financial credit institutions, banks, development partners and insurance companies; and buys and collects/bulks beehive products from member out grower bee farmers. He/she links the area with the Rural Transformation Centres (RTCs) for larger markets.

**Apiary master-** this is a well-trained beekeeping extension service provider that is attached to the RTC and linked to the bee champions to improve their apiary and bee product management capabilities. After the bee champion has received all the necessary skills he equally passes them to the 10 auxiliary beekeepers attached to him/her.

**In 2021, our extension focused on the following areas;**

FOCUS	ACHIEVEMENT
<p>Training beekeeping cooperatives, associations, groups and individuals in bee product development, branding and enhancing their market penetration.</p>	<p>72% of the trained beekeepers produce and process honey and beeswax. Of these, 68% can ably harvest and make propolis tincture, beeswax jelly and beeswax candles, while 15% have gone an extra mile to produce and pack beeswax soap and shoe polish. Furthermore, improved branding and packaging has increased access of Ugandan bee products to high end supermarkets, hotels and airlines e.g. Jinja honey, Sweet bees, Asali wa Moyo, etc. this number increased from 18 brands to 25 brands. (honey markert intelligent survey report 2021)</p>
<p>Gender mainstreaming and inclusion of vulnerable people into beekeeping.</p>	<p>Participation of usually excluded persons in the sector increased e.g. by December 2021, TUNADO had registered 33,808 female into beekeeping, 25,572 youth and 155 PwDs. Of these, 63 are persons with visual impairment, 37 are persons with hearing impairment while 55 are persons with physical disability. Bee PwD report 2021</p>
<p>Business development support services including business clinics and business camp to apiculture MSMES, to increase their competitiveness and capability for business growth.</p>	<p>In 2021, many of the apiculture MSMES registered a boost in their productivity and growth through adoption of better management practices such as business cash flow management (from 26 To 41). The sector equally registered an increase in female owned apiculture enterprises (53% of processors and packers are female, up from 38%).</p> <p>There is a significant improvement in business formalization by apiculture SMEs. By December 2021, out of the 142 business registered with TUNDO, 52 % are operating formally.</p> <p>By the end of 2021, a total of 100 including members had received support through the fund (Ugx. 458,883,514). Efforts to upscale the service to more youth, women and producers are on-going.</p>
<p>Comprehensive training in apiary establishment and management.</p>	<p>Improved extension services by apiary masters led to increased investment in beehives and improved apiary management practices by beekeepers. In 2021, beehive suppliers reported to have sold 10,116 beehives across the country compared to 9234 hives in 2020. By December 2021, production had increased from 13262 to 14,600 MT of processed honey, 98 MT of beeswax, 506,830 litres of propolis tincture and 7,523 grams of bee venom powder.</p> <p>TUNADO is happy to report that in 2021, beekeeping contributed 100% household income to 58% of the participants and between 36-70% to the rest of the participants. Beekeeping households reported a significant improvement in food security for example, in North Eastern Uganda, beekeepers in Karamoja region attested to having used proceeds from the sales of bee products to buy food in periods of scarcity. Additionally beekeepers in other regions indicated to afford 2 meals daily per household -TUNADO end of year beekeeping impact data collection.</p> <p>Diversification of income sources by beekeepers through investing proceeds from beekeeping into livestock, small business establishment and commercial crop production. This helped to improve their resilience and ability to withstand shocks like the COVID-19 pandemic, prolonged dry spells and food scarcity. –Api newsletter success stories issue 29, 30, 31 and <a href="https://youtu.be/ZCKvhEI6QB4">https://youtu.be/ZCKvhEI6QB4</a></p> <p>Increased adoption of good apiculture practices (apiary management, harvesting and post-harvest handling) as a result of extension services provided by AMs</p>

<p>Enhancement of bee products quality assurance systems right from production to marketing.</p>	<p>The number of bee product processing companies certified, bearing UNBS distinctive Q – mark increased from 22 in 2020 to 35 in 2021. This increased consumer confidence in their products, which enabled them to access high end markets such as supermarkets and hotels across Uganda such as Carrefour, Capital shoppers, Quality supermarket hotel Africana, Fairway, Serena etc. Similarly, bee product trading hubs registered a significant reduction in honey rejections (from 12% in 2020 to 3% in 2021) and associated low prices as a result of poor quality (Ugx. 7000 To Ugx. 10,000 Per kg of comb honey). Throughout 2021, Ugandan honey brands dominated the local market with a market share of 95%. Most of the imported honey i.e. 5% came from Kenya, Turkey, United Arab Emirates (UAE), Tanzania, Pakistan and Egypt. (honey market intelligent survey report 2021).</p>
<p>Awareness creation on the different tax regimes especially the newly introduced electronic fiscal receipting and invoicing system as well as introduction of product digital stamps.</p>	<p>Majority of the sector players are now aware of the different tax regimes subjected to their businesses and are working with towards compliance</p>
<p>Awareness creation on nature based beekeeping, farmer managed natural regeneration and establishment and management of multipurpose bee forage nurseries and agroforestry system of cashew nuts, Hass Avocado, Macadamia nuts and improved mangoes.</p>	<p>TUNADO registered a positive feedback in the number of beekeepers adopting nature based beekeeping by creating bee reserves within their communities, practicing FMNR by allowing tree coppicing but also planting multi-purpose trees. Last year a total of 4500 mixed seedlings of macadamia, cashew nuts and Hass avocado were planted covering a total of 1250 acres of scattered wood lots.</p>

### 3.1.4 Entrepreneurship and Business Development Services (BDS)

In order to deliver the unique professional skillsets necessary for building effective structures and processes for growing a self-sustaining business, TUNADO used the access to market hand book and work book to develop and provide tailor made business development services to her members. This enhanced their competitiveness in the sector. The MSMEs with a turnover of 50 million shillings and above benefited from trainings that included business camp and post-camp support that identified business growth constraints and provided specific solutions. By the end of 2021, 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 (102 SMEs), certification (35 companies) and filing returns. More to this, majority of the MSMEs have adopted the use of business records keeping and use business plans as a compass for strategic decision making. 35% of these MSMEs registered increased sales.

Business clinics were equally organized for entrepreneurs whose annual turnover was less than 50 million per annum and the trainings focused on how to raise their cash flow to ensure continuous

profit streams, maintaining quality supply systems, increasing market penetration, taxation and access to finance.

TUNADO further trained beekeepers at grass root level in product development, packaging, branding and social media marketing to improve their business acumen in the “new normal”.With this, beekeepers are now able to showcase and market their products online.

33.5% of the trained SMEs and producer groups were further linked to world of bees and supported with the apiculture business fund to boost their businesses

### 3.1.5 Communication, Information Dissemination and visibility

In order to streamline information dissemination and ensure that sector players receive consistent, factual and purposeful information, TUNADO engaged several communication channels such as;

**Mainstream media:** in which TUNADO engaged Next media services, Nation media group and Radio stations to share sector developments and positions on pertinent issues affecting the sector.

**Print media:** printed and disseminated 6800 copies of the Quarterly Api-newsletter. The newsletter entails market information, beekeeping success stories and advisory articles. The success stories did not only motivate the public to join the apiculture sector but also encouraged it to embrace beekeeping as source of livelihood. The advisory articles were used as a guide for beekeepers to improve their practices and also as reference for scholars. Accurate and timely market information enabled beekeepers to make informed decisions about where to sell, at what price and eliminated the mismatch between production and actual demand.

**Social media platforms:** The use of TUNADO’s social media platforms i.e. Whatsapp no. 0779299778, twitter handle @tunado\_bees, Facebook page - www.facebook.com/tunadobees , website www.tunadobees.org and YouTube channel @tunadobees enabled the organisation to maintain contact with sector players and share information with membership even during the COVID-19 pandemic refer to table I for figures reached. This helped TUNADO market members’ products and provide up-to-date extension services and needs-based support. Likewise, the organization maintained the use of virtual meeting technologies such as Zoom, Google meet, Skype and Teams for effective communication with partners.

Other communication channels used on a regular basis to inform members of TUNADO’s key activities such as trainings and meetings included word of mouth during office visits, phone calls and short message services (SMS).

**Table I: The different communication platforms used and their outreach**

Communication channel used	Information	Level of outreach
<b>Emails, phone calls and SMS</b>	Office inquiries on new developments, work, events, trainings etc.	11,013 persons
<b>Api news letter</b>	Market information, research findings, best practices, events success stories etc.	-produced and disseminated 6800 copies to the public and soft copies uploaded on the website
<b>Social media (facebook, twitter, whatsApp, you tube)</b>	Online beekeeping instructional videos, short promotional videos and happening now activity updates	-Made 135 Facebook posts, with an average of 1236 engagements per post and a reach of with 7000 people.
<b>Radio Stations</b>	Beekeeping awareness creation, adverts, project inceptions etc.	-Made 96 tweets with a reach of 2746.
<b>Television</b>	Awareness creation on –World Bee Day, World of Bees Ltd , TUNADO sector developments, streamlining bee product export market and advocacy on safe use of agrochemicals	-Uploaded 12 beekeeping related videos with an overall watch of 2,392 views.

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 organization's visibility across the country, public participation in TUNADO engagements, enhanced household hygiene and mitigated the spread of COVID-19 in beekeeping communities.

### **3.1.6 Member visits**

Membership visits were instrumental and remain important in fostering membership cohesion and institutional development. A total of 113 members were visited in 40 districts across the country. During the visits, onsite technical advice was provided but also issues that needed further engagement such as increasing financial and market access were registered for inclusion in TUNADO's 2022 work plan.

### **3.1.7 Improving market access for members (World of Bees U Limited)**

TUNADO supported her members involved in processing, packing and equipment making to harness different market opportunities through world of bees and the reverse is true with members in search apiculture equipment and services. In a bid to increase market penetration, WOB opened up two new shops in addition to the 2 existing ones. The new shops are; WW14 on Akamwesi shopping mall Kyebando and Sun SP2/04 on Sun City plaza-Kikuubo. Furthermore, an online shop [www.worldofbees.shop](http://www.worldofbees.shop) was opened to match the growing online shopping trend.

The new shops have increased the public access to quality bee products and equipment. As a result, WOB has reported increased monthly sales but also feedback from online customers indicates that the online shopping

- Saves time and efforts.
- Encouraged home shopping thus mitigating the spread of COVID-19.
- Increased their access to product information but also gave them a variety of brands to choose from.

World of bees has equally made it easy for members to import equipment and also export their products to the international market.

As a result, 40 enterprises supplied WOB and collectively earned Ugx. 283,468,478.

### **3.1.8 Inclusion of marginalized and underprivileged persons within TUNADO programmes**

Following TUNADO's resolution to become inclusive at strategic and programme level, TUNADO was able to recruit more women and youth in beekeeping. By December 2021, TUNADO had registered a total of 33,808 female, 25,572 youth and 155 PwDs. Of these, 63 are persons with visual impairment, 37 are persons with hearing impairment while majority, 55 are persons with physical disability. Emphasis on inclusion of women and youth led to an increase in female and youth owned apiculture enterprises in areas of value addition, equipment making and marketing etc. from 75 in the previous year to 116 these include, prime bees ltd, bee nature Uganda ltd Apiworks ltd, Jenie bee products etc. This in the long run is expected to improve their financial independence, self-reliance, reduce youth unemployment and improved family relations.

## 4.0 Institutional Strengthening

Institutional strengthening as a strategic area 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 2021, 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 14th AGM in which the BoD presented the 2020 annual report, 2021 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 2020 and appointed Auditors for 2021.

TUNADO successfully organized quarterly BOD meetings (46th, 47th, 48th and 49th) 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 continue 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 2021.

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 with activity implementation and also expedite timely reporting to donors.

### 4.2 Staff Recruitment and Retention

We are happy to mention that in 2021, TUNADO managed to retain and maintain all her staff at managerial, programme and extension positions. Currently, TUNADO has a total of 30 staff (11 women, 19 men of which 25 are youth). The Deployment of 18 TUNADO extension staff (apiary masters) and 7 field support staff at different RTCs across the country enabled TUNADO to continue providing the much needed extension services to beekeepers. They also became a channel for information dissemination to beekeepers and vice versa.

### 4.3 Infrastructure Development

#### TUNADO Multi-purpose Complex

By the end of 2021, construction of TUNADO multipurpose complex was 40% complete and efforts are being made to have it complete by 2023. The construction site is located at Dundu along Gayaza-Mukono high way. When complete, the building will house TUNADO secretariat, conference halls, laboratory, training centre, video conference, exhibition rooms, beekeeping museum, export storage facilities and a demonstration center.

### 4.4 Capacity Building for BOD and Staff

TUNADO believes that Organizational productivity always depends on both board and employee's performance. In order to develop and enhance staff capabilities for improved performance and productivity, TUNADO organized capacity building trainings for her staff in the following areas;

- Application and use of digital farmerlink, Kucheza and the Sevi apps. Attended by 21 members of staff.
- The gender trajectory training for BOD and Staff. The training focused on building an inclusive membership institution and mainstreaming gender in all programmes, to ensure that all apiculture stakeholders have equal access to opportunities, resources and information regardless of their cultural, social, physical, biological and economic clusters.

- The LEATRA trajectory training is leadership training for organisational staff and BoD that aims at creating transformational leaders within the organisation who can effectively lead people, produce accountable results, feel confident in inspiring visions and ideas, and be able to motivate and govern in a participatory and inclusive way.
- Retooling of accounts staff in areas of financial analysis and risk management.
- Staff training in MBO management. The training focused on helping staff to fully understand the tenets of an MBO (what an MBO is, how it's managed, sustained and grown). As a result, TUNADO has registered positive feedback from the members on the level of professionalism exhibited by new staff especially extension staff when dealing with membership.

#### **4.5 Inclusivity – PwDs, Women and youth inclusion**

TUNADO in a bid to become more inclusive, it has continued to implement the gender, disability and safeguarding policy. An Inclusion Officer was recruited on a permanent basis to champion the inclusion journey. Furthermore, more modifications were made to the TUNADO home to make it accessible to persons with disabilities.

In 2021, TUNADO with support from Bees for Development conducted a scoping study to identify strategies of inclusion of persons with disabilities in TUNADO programmes and grassroots structures. The findings are being used to guide the formulation of a five year work plan on inclusion of PwDs in the apiculture sub-sector. Besides that, an exclusion risk assessment is ongoing to identify exclusion-prone groups, reasons for their exclusion and use the findings to promote social inclusion in the apiculture sector.

#### **4.6 Improving TUNADO's Monitoring, Evaluation and Learning systems**

In 2021, TUNADO ensured that monthly field visits were made to both members and project implementation areas to fast track progress. The findings of these visits were discussed in quarterly steering and monthly reflection meetings. Actions were taken on the emerging issues to improve efficiency in implementation of the planned activities.

Establishment of a sound monitoring and evaluation system within TUNADO, coupled with deployment of a dedicated M&E team in the field has contributed positively to the collection of quality, accurate, reliable and complete apiculture information. It is now easy for staff to retrieve the data when needed but also use it in resource mobilisation and influencing policies.

A strong M&E system has created a path for learning and improvement that has enabled us appreciate our purpose thus improving programme implementation. The data collection tools used include; the kobo tool kit, Survey CTO and farmerlink.

#### **4.7 Membership Recruitment and Retention**

TUNADO maintained a resolute membership recruitment drive with an intention to expand her coverage and visibility across the country. We are pleased to mention that throughout the year, we were able to increase our membership to 351 members from 339 the previous year. Our recruitment drive has remained alive to the fact that members must see value in belonging to TUNADO as reflected in the 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	113
3	individual members	100,000	50,000	96
Total				351

#### 4.8 Partnerships

Promoting organisation partnership, synergies and inter agency co-operation between government ministries departments and agencies (MDAs) and private companies is critical for a growing organisation like TUNADO. For instance our partnership with Government through the line Ministry (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. Other partnerships include; membership to national bodies such as PSFU, UNFFE, USSIA; collaborations with disability mainstreaming bodies such as National council for disability, Uganda national association for the blind, Uganda national association for the Deaf, light for the world and national union for persons with disabilities and District farmer organisations. TUNADO membership to these bodies, made it easy for our members to secure services offered by them without directly subscribing or paying for the services

At international level, we continued to work with INGOs and international apiculture membership bodies; these include Woord en Daad, Trias, Oxfam, Bees for Development, European Union, NORAD, World Wide Fund for Nature, World vision, Care Uganda, Self-help Africa, The Hunger Project, Apimondia, etc. TUNADO’s cordial relationship with the different partners increased our visibility, financing opportunities, harmonized implementation and enabled experience sharing and learning.

#### 4.9 Resource mobilisation

To build a self-sustaining TUNADO, The Board of Directors with technical support from management, intensified resource mobilization through exploring different avenues for financial support. We are happy to report that different proposals were submitted to funders and approved as indicated below;

**Table 3: Indicates the approved project proposals in 2021**

Project name	Implementing partner	Project area	Funders	Duration
Nature based beekeeping	TUNADO	across Uganda	Bees for development	2021-2022
Bee a Champion 2 (BAC)	TUNADO	across Uganda	NORAD, Lakar missionen, Woord en Daad, Trias EA	2022- 2024
Towards social justice in ganda driven by inclusive and sustainable family entrepreneurship world wide	TUNADO	Mid-western Uganda	Trias East Africa	2022- 2026
Integrating beekeeping and macadamia forage in plantation forests of District wood value cooperatives in Kisoro, Rukungiri, Mitooma, Rubirizi and Kasese. (Bee Green Project)	TUNADO	Greater Virunga Landscape	WWF	July – December 2021

The above will add to existing projects of

- 1) Bee for Batwa (one year to completion)
- 2) Sure Deal (one year to completion)
- 3) Bees X Trees under the challenge fund for youth employment ( two years to completion)
- 4) Bee better Creating Women and Youth livelihood opportunities in apiculture in Uganda (Bee Better Uganda)-extension (one year to completion)
- 5) ESOEP

For details on the different projects, please visit the TUNADO website: [www.tunadobees.org](http://www.tunadobees.org)

The above funding strategy notwithstanding, TUNADO remains cognizant of the fact that external funding is inconsistent, temporary and therefore, external support was supplemented by taking up income generating activities such as membership recruitment and renewal, organizing paid for trainings, events and pursuing consultancies. We are optimistic that with the strengthening of WOB, more resources for the organisation will be accrued from the profits made.

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

### Introduction of the apiculture business fund (ABF).

This followed a study by WOB in 2020 to develop appropriate financial apiculture products for members. Sector players identified core factors that would make an apiculture product favourable for them and when the proposed loan was presented to financial institutions in tiers 1, 2 and 3, they expressed fear over the small and informal nature of beekeepers with little or unknown KYC and credit history, factors that made them risky to lend to. These interactions informed TUNADO's decision to strengthen the ABF, a fund that had been set up to respond to business needs during the Covid19 crisis, and shape it into an apiculture fund that responds to the unique needs of sector players. The fund started off with financing RTCs with working capital because they were already structured and the funds would eventually trickle down to beekeepers through payment of bee products. The fund is operated on a fully automated Know Your Customer (KYC) verification process, a gamified trust score and transparent mobile wallet for micro loans and web shop/portal for payment in instalments. By the end of 2021, a total of 100 including recurring members had received support through the fund (Ugx. 458,883,514). Efforts to upscale the service to more youth, women and producers are on-going.

### Adoption and modification of business app in beekeeping

In 2021, TUNADO in partnership with Woord en Daad invested resources in modification and upgrading of three business applications with an intention to simplify business operations. The modified apps include;

**Kucheza (farming forward):** a game-based learning approach that uses digital games to let beekeepers understand and work with the economic relationship between inputs and outputs and managing their farm as a business. It is a digital training game Farming Forward which allows beekeepers to develop awareness, knowledge, skills and a call to action, which leads to their change in behaviour from beekeeping as a way of living towards beekeeping as a business. Kucheza helps beekeepers perform better in beekeeping by making smarter investments to grow their business.

**Sevi fintech app:** is an IT platform and app for financial service providers (FSPs) that make their financial services (loans, transactions, pay in instalments, etc.) more efficient while guaranteeing lower defaults, allowing FSPs to provide more affordable credit to low-income customers and serve them faster. The sevi fintech app will be linked to the Farming Forward app, so that the beekeepers that are ready to invest have easier access to finance but also help basic beekeepers to conveniently build incremental savings.

**Farmerlink:** is a data platform that allows beekeepers to link professionally and meaningfully with

their producer group, clients, suppliers and financiers. Through farmer link, TUNADO extension staff can easily register the beekeeper, his or her apiary, production and sales etc. This makes data collection and analysis easy as well as traceability.

## **Bee product standardization and Certification**

Through our continuous engagement with Uganda National Bureau of Standards (UNBS) to enhance the quality and competitiveness of Ugandan bee products, TUNADO successfully advocated for the development of stingless bee honey standards which are now in place for reference as - East African standard. This adds to others developed to guide the bee product industry which include;

- US 28 EAS 39:2002 Code of practice for hygiene in the food and drink manufacturing industry
- US EAS 36:2020, Honey — Specification
- US 641:2006 Code of practice for apiary management, handling and processing of bee products
- US EAS 990:2020, Bee propolis — Specification
- US EAS 991:2020, Stingless bee honey — Specification
- US EAS 992:2020, Beeswax — Specification

More work is on-going to ensure the development of bee venom and bee pollen standards.

## **Establishment of competitive schemes for business transformation (WOMED and OVO)**

TUNADO in partnership with Trias and USSIA organized the first WOMED south awards in Uganda for women entrepreneurs. WOMED is a prestigious award organized after two years by a Belgium based association of women entrepreneurs (Markant) to recognize and award outstanding women entrepreneurs. A total of 68 female entrepreneurs (4 TUNADO members) participated in the competition. We are pleased to report that the overall winner and first runner up are TUNADO members i.e. Westlink delicacy api group ltd and Western silk road ltd. These will receive their award from the queen of Belgium and be supported to boost their businesses. Similarly, Arua Market Women Honey Traders Association and Delta Bees Ltd won the Ovo competition 2021 and were supported technically and financially to boost their businesses.

**Establishment of a beekeeping cost share scheme:** TUNADO recognizes that, whereas beekeepers have made an effort to increase the number colonies which in turn improved production, majority of the grass root beekeepers still found it challenging to inspect their apiaries due to limited personal protective equipment. To counteract this, TUNADO initiated a cost share scheme for beekeeping equipment by introducing a Personal Protective Equipment (PPE) tool kit that included; (a bee suit, smoker and two airtight buckets) this was intended to make the PPE affordable for beekeepers and in the long run improve apiary management practices in the country. We are happy to mention that by December 2021, a total of 256 beekeepers had accessed the toolkits worth Ugx. 82,560,000

**Youth innovation challenge:** In 2021, TUNADO with support from Trias organized the first youth innovation challenge under the theme: “promoting youth led innovation for apiculture sector growth”. The purpose of this challenge was to identify youth who have innovated low cost beekeeping equipment and motivate them to upscale and sustain their skills based enterprises to generate more business opportunities in the sector. A total of 17 youth across the country participated in the challenge and 3 emerged the best. The low cost equipment innovated are honey press, queen rearing kit, modified Tugu hive and venom collector. The three finalists were supported by TUNADO to standardize their equipment and linked to WOB for market scale up. All the 17 youth have been absorbed in TUNADO’s membership for future capacity enhancement and exposure.

**Introduction of digitalised trainings:** In response to the new normal of digitalization amidst the Covid19 pandemic, TUNADO introduced step by step video documentation (instructional trainings). A total of -5 trainings were recorded and uploaded on TUNADO social media accounts for easy access.

Among them were trainings on hive and protective gear making, smoker making, honey harvesting and apiary establishment and management. Digitalisation has made it easy for TUNADO to provide mass trainings at a lower cost but also eased information access to youth through social media. <https://youtu.be/EK8PuWLHhLo>

### **Improving financial access for beekeepers (apiculture business fund)**

The onset of Covid-19 coupled with measures taken to control the pandemic by government such as the countrywide lockdown greatly affected business operations and therefore market access for bee products. As a result, TUNADO re-aligned her efforts towards strengthening her members both in production and trade to ensure seamless flow of bee products from producers to trading hubs, to processors and finally to the end user. For this to happen, several approaches were employed;

**Establishment of a subsidized bee products transportation mechanism;** bee products from producers to trading hubs and associations were moved by organisation motorcycles. 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, WOB 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 2021, no member of TUNADO reported business closure due to the market slowdown.

**Apiculture research on stingless bees, propolis and bee venom:** In an effort to diversify the apiculture sector, TUNADO dedicated effort to incorporate the rearing of stingless bees in beekeeping communities. Just like other bees, stingless bees are important resources for pollination of crops, production of medicinal honey and other bee products. Their incorporation followed research by TUNADO conducted in collaboration with Makerere University and NARO to understand the different species in Uganda and ascertain the economic benefits derived from them. The findings revealed that stingless beekeeping is in its early stages of development in Uganda. Four stingless bee species were identified: *Meliponula bocandei*, *Meliponula nebulata*, *Meliponula ferruginea* and *Plebeina hildebrandtii*. TUNADO has prioritized domestication of stingless bees specifically to increase production of propolis, which is currently on high demand but with limited production. A pilot study to establish their productivity is ongoing in Kisoro with the Batwa community, in Bunyangabu district with (Bunyangabu Beekeepers Cooperative) and in Kabarole district (with NARO Rwebitaba). So far, a total of 10 Batwa have been trained on how to locate wild stingless bee nests for domestication, hive making, colony management and how to harvest their products.

Furthermore, TUNADO in partnership with center for insect research and Makerere University Department of Veterinary Pharmacy, Clinics & Comparative Medicine conducted research to validate claims of propolis and bee venoms' anti-microbial and antifungal properties following the persistent infections in the public by COVID 19. We are delighted to report that laboratory tests conducted revealed that indeed both bee products contain chemical components that suppress the activeness and multiplication of the virus hence rendering them effective in supportive treatment of bacterial and viral infections. [www.tunadobees.org](http://www.tunadobees.org)

## 6.0 Advocating for enabling policy environment

In 2021, TUNADO maintained her role of lobbying and advocating for the apiculture sector. In order to fulfill this, several engagement meetings in form of district youth advocacy platforms, district round table meetings, national high level round table meetings and the national multi-stakeholder platforms were held and attracted different stakeholders including members, academia, research institutions, MDAs, financial institutions, district farmer associations and the business community. The following were the outcomes of our advocacy efforts;

### **Advocacy on safe use of agrochemicals in Uganda**

TUNADO conducted advocacy campaigns on the impact of misuse of agrochemical to beekeeping and related agricultural activities. This was a follow up activity to the study conducted to establish the different agrochemicals on the market and their impact on the environment (Amulen, D.R., Spanoghe, P., Houbraken, M., Tamale, A., de Graaf, C.D., Cross, P. and Smagghe, G. (2017). Environmental contaminants of honeybee products in Uganda. Findings indicated the presence of banned organ chlorinated pesticides such as DDT on the market and contamination of agro-products such as beeswax, milk, carrots, fish and tomatoes with agrochemicals. More to this, the findings revealed that smuggled agrochemicals including those in the 'restricted use' class which require certified applicators are on the Ugandan market. Also, less than 2% of farmers use personal protective equipment during handling and application of agrochemicals. TUNADO is concerned that, the country risks losing 42.24% ((Munyuli et al., 2013).) of crop productivity due to potential decline in bee pollinators which poses serious threats to food security, public health and biodiversity. It is for this reason that TUNADO developed and submitted a policy brief on agrochemical use in Uganda to MAAIF and World Veterinary Association (WVA) for further action.

### **National livestock census 2021**

In the course of the year, TUNADO was able to influence and partner with MAAIF to capture data on beekeeping in the ongoing Animal Census. When the census is concluded, it will provide statistics on the number of beekeepers in the country. This data will guide government on budgeting and investment decisions for the sector.

### **Reinstatement of the National Residue Monitoring plan for honey (NRMP)**

Following the growing market demand for Ugandan bee products especially honey across the Middle East, Europe and East Africa, TUNADO successfully lobbied MAAIF to re-instate the annual national residue monitoring plan for honey. As a result, the government was able to facilitate the analysis of Ugandan honey samples with European Commission, Directorate of Trade-related controls, residues and food safety. TUNADO is delighted to mention that test results were released in August 2021 indicating zero numbers on noncompliant results. This means that our honey meets the required market standards and is acceptable for trade on the EU market. Thanks to Government and MAAIF for having this done. More to this, TUNADO developed a 10 year master plan for commercializing apiculture in Uganda in consultation with apiculture stakeholders. This was later presented to MAAIF and adopted by government for further analysis. TUNADO is happy with progress that MAAIF has since taken. MAAIF was able to organize and conducted a high level engagement meeting with senior representatives of development partners supporting beekeeping to push for a coordinated interventions in the sector. During the meeting, the strategy was shared and input from stakeholders received for incorporation. The final strategy will be aligned to the national development plan III and the current parish development model for implementation.

Following multiple concerns by youth on the ever increasing unemployment levels, TUNADO organized district youth advocacy platforms and made consultations to ascertain the issues affecting youth towards employment. Several issues were shared and a screening made to zero down on the most pressing issues

that needed concerted effort. These included; poor youth mindset and attitude towards work, limited vocational knowledge and skills, and limited access to finance. With these issues in place, TUNADO conducted a desk research on them, developed a briefing paper with key recommendations and shared it with CSO leaders and decision makers for consideration. We are glad to report that Government adopted some of the recommendations on access to finance for incorporation in the Emyoga programme. Furthermore, TUNADO in partnership with EU, Trias, Woord en Daad and Oxfam have developed different apiculture projects focusing on youth employment and empowerment.

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, Hass Avocado and Calliandra. In 2021 a total of 4500 multipurpose trees were planted. When mature for harvest, they will supplement beekeepers' income in the medium term through sales of nuts while providing forage for bees and reducing deforestation for charcoal burning as a source of livelihood.

TUNADO takes the pleasure to thank her members, development partners and government for their contribution towards the development of the apiculture sector in Uganda. It is because of your support that TUNADO was able to register the above achievements in 2021.

## 7.0 Challenges & Opportunities

### 7.1 Challenges

- Despite our current financial strength, stable funding remains a primary concern. The challenge of securing and maintaining strong core funding therefore remains a priority
- The sector still experiences a challenge of limited information and data fraud which hinders investors from making informed decision on how to best invest in the sector.
- There is also unguided sector support, where by some 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 beehives 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 bee colonization and therefore 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.
- The organisation still suffers challenge of lean staff to meet the overwhelming demand of services by sector players
- The sector face a challenge of the ever changing weather partners attributed to climate change. This has in the long run affected hive colonization and productivity.
- Despite the introduction and growth of the ABF fund from Ugx. 92,000,000 to Ugx. 600,000,000, it still cannot satisfy the overwhelming demand

### 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.
- Introduction of the apiculture business fund to support apiculture enterprises
- 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.

## 8.0 Financial and non-financial highlights

### FINANCIAL REPORT FOR THE YEAR END 31 DECEMBER 2021

#### I: SCOPE OF THE FINANCIAL REPORT

The report covers the finance year ending 31st December 2021. It highlights the organization performance, position, budgets vs. actuals for 2021 and budget for 2022. Reporting currency is Ugx.

#### A: Performance

##### A.1. Income and expenditure by source

During the year end 31st December 2021 we had generated income to the tune of Ugx. 6,016,043,723. This is compared to income generated in the year ended 31st December 2020 of Ugx. 4,489,840,826. We have registered an increment of Ugx. 1,526,202,897 equivalent to 40%.

Expenditure for the year ended 31st December 2021 is Ugx. 6,365,949,109. Compared to expenditure for the year ended 31st December 2020 of Ugx. 4,452,288,545, an increase of Ugx. 1,913,660,564 equivalent to 50%.

I.	GRANTS	INCOME-UGX	EXPENDITURE-UGX
	Woord En Daad-BDMF	1,960,288	-
	Woord En Daad-Bee A Champion Project	1,784,093,560	1,762,451,128
	Woord En Daad-Challeng Fund For Youth Employment- Inception Phase	56,639,314	43,932,000
	Woord En Daad-Challeng Fund For Youth Employment-Implementation Phase	451,645,180	450,691,600
	Woord En Daad-Apiculture Fund	63,142,950	63,142,950
	TRIAS	507,322,142	506,858,854
	OXFAM	413,790,295	409,237,430
	European Union	684,512,715	684,511,734
	Bees For Development- BPWD	155,018,730	159,517,800
	Bees For Development- Nature Based Beekeeping	69,581,777	44,701,800
	Sytel	233,373	224,573
	Danish Beekeepers Association	77,125,460	84,126,825
	World Wide Fund For Nature	100,580,000	100,850,000
	<b>TOTAL Grants</b>	<b>4,365,645,784</b>	<b>4,310,246,694</b>
2.	Internally Generated Income		
	TUNADO	1,650,127,939	2,055,702,415
	<b>GRAND TOTAL INCOME</b>	<b>6,015,773,723</b>	<b>6,365,949,109</b>

#### Results for the year 2021

Net Income for the year is a deficit of Ugx. 349,905,386

TUNADO uses the accrual basis of accounting and during the year, expenditure totaling to Ugx 349,905,386 was incurred but not paid and was recognized in the expenditure for the period, leading to a deficit stated above.

Material expenditure included in the results above, includes Ugx. 323,685,187, which is part of the construction cost for TUNADO home, owed to NATO Engineering Company.

#### 2:ASSETS AND LIABILITIES

- The asset base has increased to ugx. 3,177,737,534 from 2,198,281,668 in 2020, representing a 45% increment

- The ratio of fixed assets (2021) Ugx. 3,177,737,534 to total assets above is 97%.
- AS at 31st December 2021, the fixed asset base was Ugx. 3,101,960,071 which includes:
  - (i) Land Ugx. 278,800,000
  - (ii) TUNADO home (WIP) Ugx. 2,377,167,058
  - (iii) Vehicles/Cycles Ugx. 141,961,702
  - (iv) Computers Ugx. 14,243,769
  - (v) Training Equipment Ugx. 52,227,362
  - (vi) Furniture and fittings Ugx. 5,674,302
  - (vii) Investment in World of Bees Ugx. 227,370,005
- Current assets Ugx. 75,777,463 includes
  - (i) Bank and cash balances Ugx. 57,004,805
  - (ii) Receivables Ugx. 18,772,658

### Liabilities and Equity

- Current liabilities
  - (i) Deferred income (funds from development partners not utilized at the end of 31/12/2021) Ugx. 55,669,090
  - (ii) Payables and accrued expenditure Ugx. 364,331,995
- Members' capital fund Ugx. 2,757,736,448

The fund has increased by 47% compared to 2020 for Ugx. 1,874,958,849  
Comparison of Budgets and Actual for 2021

NO.	SOURCE	BUDGET	INCOME
1	Woord en Daad-BAC	1,497,620,000	1,784,093,560
2	Woord en Daad-CFYE	375,900,000	508,284,494
3	Woord en Daad-BDMF	0	1,960,228
4	Woord en Daad-Apiculture fund	0	63,142,950
5	Oxfam	412,273,224	413,790,295
6	Trias	631,389,792	507,322,142
7	European Union	689,593,000	684,512,715
6	Bees For development-NCLF	297,456,000	69,581,777
7	Danish Beekeepers (CISU)	169,000,000	77,125,460
8	Sytel	25,000,000	233,373
9	WWF-Bees & macadamia pilot	200,480,000	100,580,000
10	WWF-DFCD	400,000,000	0
	<b>Total Grants</b>	<b>4,698,712,016</b>	<b>4,365,645,784</b>
	TUNADO internally generated income	910,000,000	1,650,127,939
	<b>Grand Income</b>	<b>5,608,712,016</b>	<b>6,015,773,723</b>

## 9.0 Outlook for the future/ future plans

(Extract a summary from the work plan)

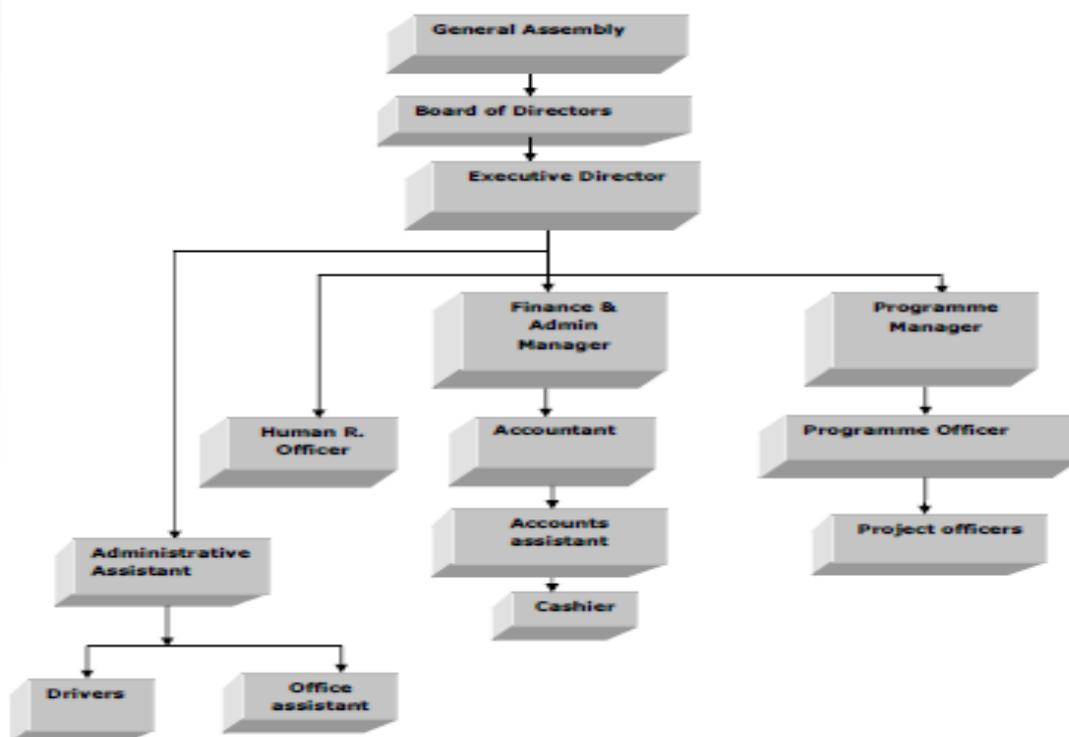
### In 2022, TUNADO will focus on

- promoting nature based beekeeping,
- landscape restoration,
- supporting membership to develop sustainable and profitable businesses in apiculture,
- digitalization of financial services,
- institutional strengthening,
- lobbying and advocacy,
- Streamlining markets for bee products and
- Roll out the inclusive bee champion model for green jobs.

## 10.0 Organisational structure, Leadership and Governance

### 10.1 Organisational 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 exaction 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 Friday, 9th April 2021 where the Board presented their Annual Report, Accounts, Budget and retained the Auditors (PM Associates Certified Public Accountants).



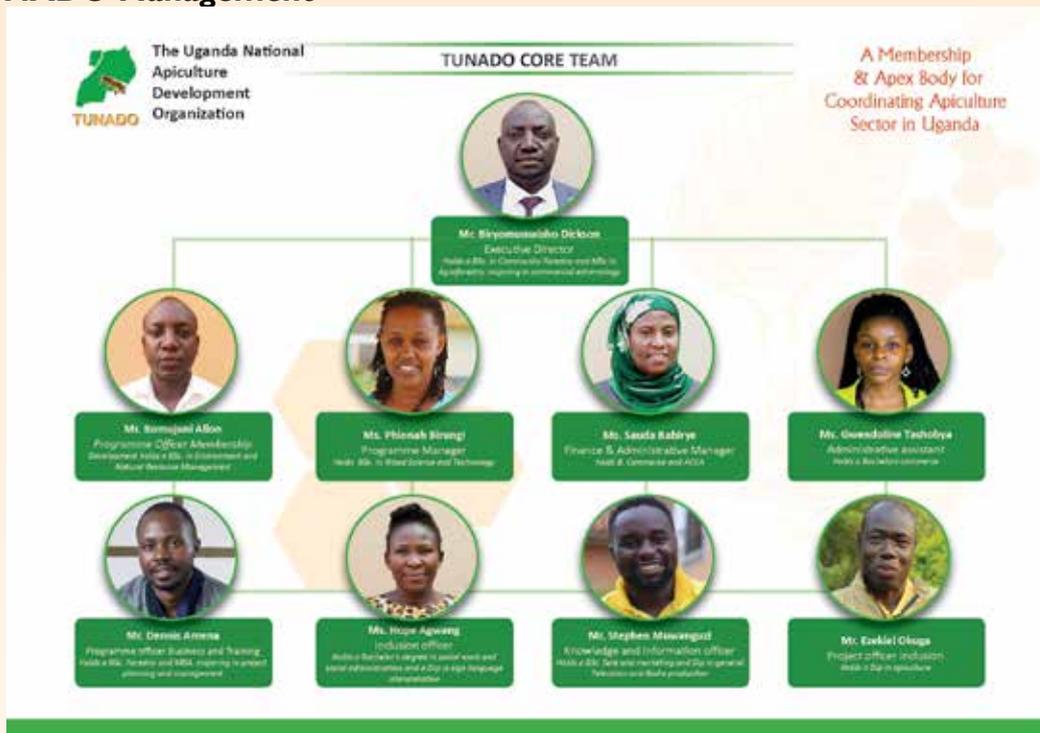
**10.3 Financial management:** Finance department is headed by a qualified Finance and Administration manager and assisted by an accountant. The Finance manager reports to the Executive Director who reports to the Finance Board Committee. Operating Finance policies are in place and followed. All transactions 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%, 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, 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 capacities 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



Field staff

1.	Calvin Moses Sali
2.	Ahimbisibwe Olivia
3.	Ocol Duncan
4.	Akatwihayo Bruce
5.	Ndyamuhaki Emmanuel
6.	Mujjabi Kanani
7.	Luswata Ezra Buzibwa
8.	Okema Ronald
9.	Okello David
10.	Katusiime Susan
11.	Arinanye Jowash Vira
12.	Okello Sundry
13.	Kumakech Michael
14.	Oloyojok Morris
15.	Adebo Boniface
16.	Bonabana Jennifer
17.	Tumuhaise Deogratias
18.	Omara Payesu
19.	Odongo Jimmy
20.	Pimundu Brian

### 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

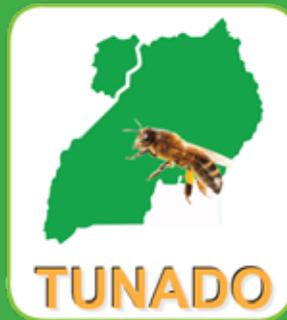
**Mr. Biryomumaisho Dickson:** Secretary to the BOD by virtue of his position as ED (Ex-officio)

## APPENDICES

### Annex 1:

### Annex 2 Outreach per district

S/N	DISTRICT	OUTREACH MISSION CONDUCTED
1.	ARUA,nebbi,-zombo	<ul style="list-style-type: none"> <li>• Group dynamics and leadership</li> <li>• Product branding and packaging Bee products value addition training</li> <li>• Fact training</li> <li>• Skills training</li> <li>• Beekeeper extension visits for technical guidance</li> <li>• Distribution of start up kits and trading hub storage equipment</li> <li>• Training in development of group constitution and business plans</li> <li>• Training in beeswax processing</li> </ul>
2.	Kisoro, Ibanda, Rubirzi, Bushenyi	<ul style="list-style-type: none"> <li>• Beekeeper extension visits for technical guidance</li> <li>• Fact</li> <li>• Apiary establishment training for host communities</li> <li>• Training in development of group constitution and business plans</li> </ul>
3.	Gulu	<ul style="list-style-type: none"> <li>• Hive making training using local materials</li> <li>• Apiary establishment training</li> <li>• Gender Action Learning Systems (GALS) training for beekeepers.</li> </ul>
4.	Hoima, Masindi, Bulisa, Kabarole, Bunyanga-bu, Kasesese, Ntoroko	<ul style="list-style-type: none"> <li>• Beekeeper extension visits for technical guidance</li> <li>• Group dynamics</li> <li>• Product branding and packaging</li> </ul>
5.	Kotido, Abim	<ul style="list-style-type: none"> <li>• Beekeeper extension visits for technical guidance</li> <li>• Group dynamics</li> <li>• Product branding and packaging</li> </ul>



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