



HIVE UGANDA FIVE YEARS STRATEGIC PLAN 2018-2022

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STRATEGIC PLAN 2018 - 2022

HIVE UGANDA LTD, GULU

FEBRUARY 2018

## ACKNOWLEDGMENT

The Board and Management of HIVE Uganda are grateful to consultant who developed our strategic plan 2018-2022. Special thanks to you Robert Okodia Managing Director of Wimrob/Aryodi Bees Company

In the same way, HIVE Uganda wishes to thank the Board strategic plan review select committee under the leadership of Mr. Simon Ojok for committing their time and resources that made it possible to have a finalised strategic plan.

Also we acknowledge the contribution of all HIVE Uganda directors and management for the technical input in this document.

We thank you very much for providing valuable information. Honestly there was no way how this strategic plan could be complete without your contribution.

Finally we thank HIVE Uganda Directors/co-founder (Mr. Simon Ojok and Mr. Ojok Patrick Angella) and other management team for steering this process that made the product ready for use.

As HIVE Uganda family, we are honoured to have a strategic plan that will give direction to our apiculture operations and development for the next five years (2018-2022).

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INTRODUCTIONS

## 1.1 BACKGROUND

HIVE Uganda Ltd (hereinafter only “HIVE”) is a registered non-profit making company with the government of Uganda under registrar of company with the registration number 168846 and also registered with the local government in the rural district of Gulu for license of operation with the number 2711.

The company is promoting participation of marginalized people such as the rural blind people in Uganda through agricultural livelihood of bee keeping where over 40 blind and partially sighted men and women of age 20+ years have been trained in beekeeping and given 5 local bee hives each as they open their own bee farming in their home.

HIVE Uganda Ltd (hereinafter only “HIVE”) mission is “to enhance livelihood and independence of marginalized and vulnerable people in East Africa through training on bee keeping and marketing of honey products”.

In order to realize this mission HIVE strongly wants to improve both the quantity and the quality of its final products: honey and wax. Both these achievements will help the beneficiaries of HIVE to get more income from their work.

This can help the beneficiaries to get the money that can make them self-reliant. The project that HIVE wants to realize wants to achieve the following goals:

### **Social goals:**

- Create a “vocational training center” that could be in the near future a center of research and training for blind, visually impaired and vulnerable people in the community of the districts in which HIVE is operational;
- Increase food security and access to all the members of HIVE.

### **Environmental goals:**

- Introduction of environmental friendly processing techniques (such as the solar box, ect);
- Increase awareness about environmental care.

### **Business/economic goals:**

- Increase honey/wax production for HIVE;
- Increase the quality of honey/wax sell by HIVE;
- Increase the revenue per member;
- Consequently, increase the revenues of HIVE.

In order to get all these goals HIVE Uganda needs to improve its honey processing capabilities and overall quantity production. The project can be realized through an appropriate planning of proper training to the members and the construction of proper facilities for the honey processing activities.

HIVE intends to request to any willing partners, individual or organization who can willingly support with an amount of Euro 181,800.00 in order to complete the entire project.

## **1.2 HIVE VISION, MISSION AND CORE OBJECTIVES AT THE POINT OF FORMATION**

### **1.2.1 VISION**

To see marginalized people in rural community of East Africa becoming great entrepreneurs.

### **1.2.2 MISSION**

To enhance livelihood and independence of people with disabilities in East Africa through training on bee keeping and marketing of honey products

### **1.2.3 PRIMARY OBJECTIVES**

1. To establish bee entrepreneurship resource centre with a fully functional factory supported by farmers' cooperative societies.
2. To train farmers on modern skills of apiary management in the region
3. To process honey and other bee product, package and do other value addition to attract high prizes

### **1.2.4 THE STRATEGY DEVELOPMENT PROCESS**

HIVE Uganda started operating without strategic plan and it was felt necessary that a strategic plan be developed to reposition HIVE Uganda so as to be more relevant and responsive. The strategic planning is uses both consultative and participatory approaches. Robert Okodia Managing Director Wimrob/Aryodi Bees Company was then approached for support in coming up with a strategic plan and he was hired as a consultant who performed organisational needs assessment and come up with critical issues for consideration in strategic plan, the information was subjected to a SWOT analysis. This helped in ranking and setting priorities to be focused on over next five years. These priorities were used to review HIVE Uganda's vision, mission, goal, objectives and strategies.

**HIVE Uganda** will follow the below process in achieving the set goals:

- Develop an annual/operating plan
- Include specific tasks, (personnel, timelines, resources & budgets).
- Principal to ensure that individual staffs understand their roles & responsibilities through setting individual performance objectives.
- Share the plan with key HIVE Uganda stakeholders
- Consider change in the management.
- Institutional capacity building to staff, board and beneficiaries

#### **1.2.5 Social goals:**

- i. Create a “vocational training centre” that could be in the near future a centre of research and training for the marginalized and vulnerable people within the community and the districts in which the HIVE is operational;
- ii. Increase food security and access to all the members of HIVE.

#### **1.2.6 Environmental goals:**

- i. Introduction of environmental friendly processing techniques (such as the solar box, ect.);
- ii. Increase awareness about environmental care.

#### **1.2.7 Business/economic goals:**



- i. Increase honey/wax production for HIVE;
- ii. Increase the quality of honey/wax sell by HIVE;
- iii. Increase the revenue per member;
- iv. Consequently, increase the revenues of HIVE.

HIVE intends to do resource mobilization to the amount of USD \$36,360 annually. This could be through HIVE Uganda revenue collection and from any willing partners, individuals, or organisation that are willing to give HIVE financial support in order to complete the entire project.

## 2.0 ENVIRONMENTAL SCAN

There is rich tradition of beekeeping in many parts of Northern Uganda, which is associated with availability of bee forage plants and a wealth of indigenous knowledge on beekeeping in traditional log hives. Most traditional beekeepers keep bees primarily for subsistence in log, weaven and wall hives while majority of beekeepers keeping bees in movable hives are practicing it because they are offered for free and not from business point of view and most are never colonized.

Commercial beekeepers are not yet many in the country and as such there is still lack of capacity, interest and conviction to engage in apiculture despite the fact that selling bee products contribute cash income to the livelihood of people especially the rural poor.

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

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

## 2.1 NATIONAL CONTEXT

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

## 2.3 LOCAL CONTEXT

We have about 6,800 bee keepers within Acholi sub region, the main production areas are Gulu, Nwoya, Amuru, Kitgum, Agago and Pader. Uganda is divided into nine agro-ecological zones, all suitable for beekeeping uniqueness's of natural flora and fauna which contribute to production of honey with specific characteristics in terms of flavour, taste, texture and colour. These zones are: Mid Northern, eastern, central, south-western, Busoga, West Nile, Rwenzori, north-eastern and the mid-western Zones.

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

Beekeepers are coordinated under local associations developed and managed at district and zone levels. These associations are distributed across the country in districts and others at sub-regional level. They are charged with the primary responsibility of

mobilizing and coordinating efforts of the producers to have a common voice that is thought to increase their spaces for negotiation and influence of the market forces and service delivery systems. Their functionality still lacks zeal and dynamism to propel the productive capacities and quality to the required standards. According to TUNADO data, extension services in your areas of operations are mainly conducted by district entomologist but most of them lack hands on skill in apiary management and best management practices.

#### **2.4 ORGANISATIONAL CONTEXT: ACHIEVEMENTS AND SUCCESS**

HIVE Uganda in the last three years was able to realize some success as noted below;

1. Trained over 40 bee farmers in the Acholi sub-region so as to produce quality honey and other bee products.
2. Supplied over 200 locally made and modern bee hive to the trained bee farmers
3. Secured 5 acres piece land to establish a demonstration and bee product processing plant.
4. Legally registered with government of Uganda as law requires
5. Supplied honey and other bee product throughout the country and was able to earn income for self-sustainability

#### **2.5 FORMING STRATEGIC NETWORKS**

HIVE Uganda in the last three years was able to establish strategic network with a number of partners and key institution working to promote bee farming, community development and inclusion of people with disabilities both locally and internationally, they include:

- Comboni Samaritan of Gulu, this is an NGO that are engaged in supporting bee farmers in the area they work. In many occasion they have used the expertise and skills of HIVE Uganda to support their activities.
- We have also supported training of beneficiaries under Grassroot Reconciliation group in Lamwo District. This organization remains our key network in that District.
- HIVE Uganda is registered with TUNADO and this has supported the organization with key training manuals, linking HIVE with other bee farming companies and individuals.
- Network with District department of production which have specific officers handling extension work around bee keeping (The entomology Office

At international level HIVE Uganda partner with;

- Braille Without Borders a German base blind foundation that help to support startup organization through Kanthari fellowship.
- Visio International a Dutch organization that support visually impart related project.
- Lot Der Blinden a Dutch organization that supports blind project and the literally mean is destiny for the blind.
- Lighthouse for the blind and low vision a USA base organization located in San Francisco-California.

### 2.5.1 RESOURCES

HIVE Uganda is proud of the below key resources:

- Land, currently HIVE Uganda has 5 acres piece of land located 15 KM from Gulu Town.
- Office space that can accommodate up to 10 staff

- Office desks and equipment that is adequate for the current number of staff
- Human resource that is capable of driving the organization to the next level.

### 2.5.2 STRENGTH OF DIRECTORS

- Ability to network with key partners and institution relevant to HIVE Uganda work and apiculture.
- Resource mobilization skills that has kept the organization moving.
- Knowledgeable in the basic bee farming skills and are also practicing bee farmers.
- Experience in the management and other coordination roles.
- Have clear vision where HIVE Uganda should reach

The strategic plans will give areas of guidance and focus on institutional capacity building, networking, value addition, fund raising and marketing of finished bee products through cooperatives models that will boost achievements in the five years

## 3.0 SWOT ANALYSIS

### 3.1 STRENGTH

- Existence of this strategic plan will provide a basis for HIVE to reflect on the past experience with its implementation while focusing on the future prospect and strategies apiculture.

- HIVE Uganda has a functional board, administrative structure and secretariat with office and the relevant office equipment.

### 3.2 OPPORTUNITIES

- HIVE Uganda strong partnership and networks locally and internationally.
- Favourable government policy and legal environment for the sector. There exist good policies that enable the Hive to operate without obstacles.
- The increased demand for honey and other bee products.
- Large number of Bee farmers in the region.
- Availability of forage plants as bee food.
- The district entomologist and the local government department of production and marketing.

### 3.3 WEAKNESS

With all the above mentioned strength and opportunities that are available for HIVE to make apiculture as a business, there still exist weaknesses.

- HIVE suffers from low and unsustainable finance and material resource base, HIVE largely depends on donor funds to execute and implement its businesses.
- Low revenue base.
- Few full time human resource staff.

- Limited bee product processing equipment

### 3.4 THREATS

- Absence of a national apiculture policy which makes it had to push apiculture programmes.
- The bee colonies are threatened due to increasing environmental degradation coupled with deforestation and pesticide sprays that reduces bee forage as well as killing the bees respectively.
- There is limited up to date statistical data on the various issues in the apiculture sector. Data on production, who is doing what, where is it being done, how is it being done, why is it being done and when is it done is scanty.
- Competition in the market for our products.
- Poor bee product harvest due to unpredictable weather changes.
- Adulteration of bee products by unreliable and scrupulous farmers.

### 4.0 NEW IDENTITY

#### 4.1 VISION

To enhance livelihood and independence of marginalized and vulnerable people in East Africa through training on bee keeping and marketing of honey and other hive products

## 4.2 MANDATE

Our mandate is to promote sustainable Commercial Agriculture and conservation of the Environment.

## 4.3 HIVE UGANDA PHILOSOPHY

The philosophy of HIVE Uganda: Is to promote sustainable apiculture as a business so as to meet society's honey and bee product's demand and needs.

## 4.4 CORE VALUES

1. Team work
2. Good governance
3. Superior Customer Service.
4. Integrity.
5. Excellence.
6. Innovation and creativity
7. Respect for human dignity.
8. Transparency and accountability.



#### 4.5 MISSION

The main mission of HIVE Uganda is to promote a healthy environment, economically profitable, social and economic equitable society.

#### 5.0 STRATEGIC OUTCOMES, OBJECTIVES AND PROGRAMME AREAS

##### 5.1 POLICY ENGAGEMENT AND ADVOCACY

The main policy and advocacy issue of HIVE Uganda is to lobby and advocate for favourable policies for farmers empowerment and strengthen farmers' cooperative by promoting enabling environment. One of the many HIVE Uganda's Lobby and Advocacy's aims is to help smallholder farmers in increasing production to meet demand and promote market access within multilateral trading systems

In order to improve the plight of small scale farmers, HIVE Uganda with support from Holman prize, is working hard to support farmers on issues of apiculture management, Climate Change Adaptation, Women and Youth engagement in agriculture in the Acholi Sub-region.

HIVE Uganda intends to work hand in hand with Local government of Uganda, agricultural public/ private stakeholders, technical think tanks in order to ensure favourable policies for creating enabling environment for the agricultural sector.

HIVE Uganda strategic areas of concern is empowering marginalized and vulnerable people in agriculture to ensure sustainable agricultural productivity and value addition to provide employment opportunities and promote agribusinesses, investment and trade.

Although HIVE Uganda still realizes a gap between farmers, key policy formulators/implementers, agricultural extension and advisory services that would spawn linkages of harmonizing services like business development services, input supply, and agro-processing. The organization shall take forward the responsibility of carrying out more consultations with farmers and key stakeholders for purposes of revolutionizing the agricultural sector.

## **5.2 KEY OBJECTIVES**

1. To lobby and advocate for favourable policy and legislation for farmers engage in sustainable agriculture activities.
2. To ensure that farmers practice commercial farming with increased profit margin.
3. To build the capacity of farmers and staff to maintain and maximise high quality agricultural product

## **5.3 INSTITUTIONAL STRENGTHENING: GOVERNANCE, STRATEGY IMPLEMENTATION AND M&E?**

### **5.3.1 ON GOVERNANCE**

1. Executive committee comprises the elements of authority and the decision making processes and procedures that HIVE Uganda has put in place to oversee the planning, implementation, operation and management of all HIVE Uganda programs and projects.

2. Board of Directors, this comprise of the founder members, they perform senior management role in the day to day operation of HIVE Uganda. They also play advisory role to the executive committee on key administrative and management functions of HIVE.
3. Mid-level management team; this compose of the heads of key departments in HIVE Uganda namely Head of Finance and administration, head of Human Resource, head of business development support and head of monitoring and evaluation, head of compliance and accountability. They provide technical support to the executive and board of directors.

### 5.3.2 HUMAN RESOURCE

The Human Resource requirement of the HIVE Uganda is an area that the top management have keen interest in establishing. As of to date the HIVE Uganda still has huge gap in the human resource requirement because of limited fund. The critical areas of human resource needs start with the senior management team who form the core technical team of HIVE Uganda, they are the drivers of HIVE Uganda. They comprise of Directors and the five heads of departments. HIVE Uganda also has other junior staff and support staff under the respective five departments. However we anticipate creating more departments and recruiting more staff based on needs and resources availability

### 5.3.3 OTHER RESOURCES

1. Material and equipment resources (vehicles, motor cycles, furniture, computers, printers, scanners, photocopier, projectors, and any other)

2. Office space/renting

#### **5.3.4 ON STRATEGY IMPLEMENTATION, ACCOUNTABILITY AND M&E**

HIVE Uganda will develop a comprehensive Monitoring and Evaluation System that will provide a learning space. The M&E system will facilitate systematic capture, documentation of results, changes and lessons that the organisation records in the implementation of this strategy. The M & E will be designed in accordance with the institution setup which will allow separation of roles and responsibilities into policy and strategy development; management and strategy implementation; and programmes and operations.

The Director will head the Secretariat and assume the responsibility of overall Accounting Officer and Results Manager. A competent programme team will take full charge of programme delivery, monitoring and reporting at management and operational levels. Day to day function of M&E will fall under Programmes Manager.

#### **5.4 HIVE FINAL STRATEGIC PLAN -2018-2022**

1. An Annual Operations Plan (AOP) clearly outlining activities for the year, important internal and external dates and deadlines. The AOP will also outline the roles and responsibilities for delivery of the strategy at programme, management and governance levels.
2. All staff will produce monthly programme and operations reports, while the organisation will produce a mid-year and annual report.
3. The strategy will be evaluated externally through a mid-term evaluation process in 2019/20 and an end of programme evaluation in 2022/23.

## 5.5 ON STRATEGY IMPLEMENTATION, ACCOUNTABILITY AND M&E

KEY PROGRAM AREAS (OBJECTIVES)	KEY INTERVENTION AND ACTIVITIES	EXPECTED OUTPUT
Provision of technical services and support	Technical services in production: develop a Community extension work model for beekeeping, then train TOTs and bee keepers	A model developed and tested by end of five years
	Good apiary management practices, hive	High fresh and organic honey for the

	inspections, harvesting and post-harvest handling	market. Technology adoption and good practices
	Artisan skills training and development	Technology adoption and income generation from production of bee keeping accessories
	Honey and other hive products processing, development and value addition	Products like honey, bee venom, pollen, honey wine, propolis tincture and ointment available in the market
	Technical services in processing : facilitate development of voluntary quality standard mechanisms, organise trainings on standards	A voluntary quality standard mechanism developed, trainings conducted and to obtain UNBS S and Q marks by end of 5 years
	Mobility and orientation	The vulnerable are able to sustain the business
Sales of services and products	Honey Bees wax	Income from sales and services

	Equipment Consultancy	Turnover/margin
Institutional Strengthening: Strengthen institutional organs and systems to ensure continuously learning, an effective, transparent, democratic and accountable Hive Uganda	Review and amend the memorandum and articles of association if its needed.	Amendments approved, filed with register of companies and put into use by end of first year.
	Improve internal management, policies and systems: organize AGM, Board meetings, board subcommittee meetings	4 board meetings per year, Human, financial & procurement manuals put in place
	Materials and resources: vehicles, motor cycles, computers	At least one pickup & 5 computers secured by end of five years
	On strategy implementation, accountability and M&E	A mid and end M&E performed and yearly internal & external audits done on top of yearly activity report

## **\$6.0 FINANCIAL PLANS**

In the next five years HIVE Uganda plans to raise fund through the following sources<sup>1</sup>;

1. Sales of HIVE Uganda Honey and other bee products 50% of total revenue
2. Consultancy work and other services/supplies provision to partners, private, companies and individuals dealing in Agriculture 15% of total revenue
3. Donations/gifts/awards/grants from individual, foundation bodies and funding organizations 35% of total revenue.

### **6.1 FUNDRAISING/INCOME SOURCING**



In the next five years, we intend to acquire our income from sales of honey, consultancy work on apiary related services, donations and gifts among others.

## 6.2 INCOME PROJECTION IN THE FIVE YEARS

1. Sales of honey and other bee products in the five years shall raise total revenue of 500,000 USD (five hundred thousand US Dollars).
2. Consultancy work and services/supplies provision in the five years will raise a total revenue of 150,000 USD (one hundred fifty thousand US Dollars)
3. Donations/gifts/awards/grants from individuals, foundation bodies, and funding organizations will raise a total revenue of 350,000 USD three hundred fifty thousand US Dollars)

## 6.3 PROJECTED EXPENDITURES

PROGRAM AREA EXPENDITURE	1 <sup>st</sup> YEAR	2 <sup>ND</sup> YEAR	3 <sup>RD</sup> YEAR	4 <sup>TH</sup> YEAR	5 <sup>TH</sup> YEAR	TOTAL in USD \$
Salaries	\$8000	\$11000	\$13500	\$13500	\$14000	\$60,000
Trainings	\$12000	\$12000	\$12000	\$12000	\$12000	\$60,000
Machines	\$4590	\$6410	-	-	-	\$11,000
Administration	\$1000	\$1500	\$1500	\$1200	\$1000	\$6,200

Buildings	-	-	\$7500	\$7500	-	\$15,000
Vehicles purchase	-	\$14500	-	-	-	\$14,500
Consumables	\$1660	\$1660	\$1660	\$1660	\$1660	\$8,300
Institutional capacity building	\$2000	\$1800	\$1800	\$1200	-	\$6,800
<b>Grand Total in USD \$</b>	<b>\$29250</b>	<b>\$48870</b>	<b>\$37960</b>	<b>37060</b>	<b>\$28660</b>	<b>\$181,800</b>

#### APPENDIX i: PARTNERSHIP MATRIX

INSTITUTIONS	AREAS OF PARTNERSHIPS
Wimrob Bees Co (U) Ltd	Exporters of bees wax and honey, offer consultancy in the complete honey value chain, technical skills and backstopping , market linkages, mentorship etc

TUNADO	The apex body recognised by the public and government of Uganda to coordinate all value chain actors in the apiculture industry. TUNADO is a membership body that unites producers (beekeepers), processors, packers, service providers (trainers, researches, marketers, equipment manufactures etc) and all other stakeholders towards apiculture development in Uganda.
MTTI (UNBS, UEPB, UBOS)	Market promotion, Certification & Statistics
MAAIF (NAADS, FIEFOC Entomology and Livestock Department)	Policy, Legal framework & National Apiculture service delivery programmes

To be able to implement this strategic plan well, The Hive Uganda will continue to source for both national and international state and none-state partners. We call upon the entire beekeeping community and friends to come for our supports.

#### APPENDIX ii : THE HIVE COMPANY STRUCTURE

