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### TIRINYI BEE KEEPERS ASSOCIATION (TBK)

**Environment and Apiculture project proposal January 2024 - 2027**

**Background**

Tirinyi bee keepers’ association is a registered structured community-based organization which was born in 20 17 in Tirinyi in kibuku district local government, its non-political, and nonprofit making but rather an environmentally and livelihood-based association targeting raising incomes to vulnerable community citizens irrespective of gender who engage in Agriculture looking to apiculture activity and tree plantings as business, with a dynamic approach of enterprising, saving and loaning to members to meet the NDP , the PDM model and the MDGs of equity, equality and economic imbalances to sustain development

**Mission**: An echoed community with empowered bee farmers in livelihood income through sensitizing, giving skills and knowledge, support in bee keeping and tree planting for sustainable environment

O**bjectives**:

1. Engage in agricultural practices which gear towards direct income generation focusing on bee keeping and crop production to support the Vulnerable PWDS, orphans and widows on the community
2. Sensitize the community on environmental and modern agricultural practices for sustainable development focusing on bee forage and tree planting.
3. Collaborate and network with similar Organisations and comply to government laws, requirements and policies leading to development

Core Values: Equity, truthful, transparence, accountability, teamwork, honest, reliability and peaceful

### Project Description

**Introduction**

Uganda has channeled a substantial proportion of public funds to the social service sector. This was partly done to reduce the inequalities in access to basic services like health care. Despite registering several achievements to general people’s welfare, Uganda still faces a myriad of development and employment and environmental challenges, including; weak minded citizens and mass poverty among vulnerable PWDs, orphans, single mothers and Widows of which policies- may be lacking, weak accountability for results, weakness in the social contract and prevalence of corruption. Social services, especially in the health, and education sectors continue to be functionally Expensive while fragmented social protection mechanisms exclude a majority of Ugandans in the informal sector, rendering a large part of the population vulnerable to a range of malnutrition, and poor living standards among the disadvantaged [[1]](#footnote-1).

According to Uganda Vision 2040, the government is committed to empowering the citizenry to demand better service delivery. This commitment has been institutionalized through various government programs such as the recently launched Parish Development Model (PDM) – an implementation approach for local economic development. The PDM through its pillars contributes to the realization of SDGs 1,2,3,4,5,6,8,10 and 12. Despite this, citizens' participation in Apiculture is still hampered by, a lack of capacity and organizational infrastructure to positively impact and contribute to addressing environmental and domestic livelihood challenges. This has in many respects been precipitated by the cultural and behavioral dysfunction of farmers that undermines most basic modern technologies of production and practices of ensuring natural instincts in product nature. To avert this trend, it is important to (i) invest in efforts and interventions that build the capacity of farmers to be able to exercise the modern production technologies, (ii) create platforms for farmers to regularly interact to share experiences in production and marketing and (iii) carry out actions to define and generate consensus on the environmental protection between citizens and their leaders as a basis for social responsibility and accountability (iv) facilitate farmers with production inputs participation in development processes, and (v) build the capacity of the bee farmers to effectively exercise their mandate in making production tools. Managing products, in terms of processing and value addition

**Project justification**

This project is a three-year initiative designed to boost community eco-systems and stimulate income to reduce poverty levels among vulnerable people. The project’s overall goal is to contribute toward the improved capacity of bee farmers produce, process and market bee products to generate incomes for livelihood 2028. The initiative has three objectives:

The three objectives are closely interrelated and feed into each other. Our multiple approaches to these objectives will therefore inevitably be interlinked. Under ***objective one***, we will focus on building a citizen's organizational and mobilization infrastructure necessary: Engage in agricultural practices which gear towards direct income generation focusing on bee keeping and crop production to support the Vulnerable PWDS, orphans and widows in the community, Sensitize the community on environmental and modern agricultural practices for sustainable development focusing on bee forage and tree planting, Collaborate and network with similar Organisations and comply to government laws, requirements and policies leading to development, we will organize multiple conversations amongst selected targeted vulnerable farmers, to agree on the nature and substance of the best agricultural practices which are environmentally friendly. We will sensitize citizens about environmental rights, roles and responsibilities, we will mobilize bee farmers and expand on bee products production for ordinary citizens while ensuring inclusiveness (men, women, and youth) to regularly reflect on the quality of bee products, and community concerns and aspirations on climate change. More specifically, during the first year, we will initiate a process of organization capacity development

Secondly, the initiative is designed with the intention of influencing both the bee production and natural resource management cycle. Once we have generated the community consensus on the minimum production standards, under ***objective two*,** we will work with different stakeholders to induce the social concern. Through our network model, we have learned that making local government feel part of the process, as opposed to confrontation builds buy-in and ownership by the technical and political leadership. We will thus leverage this model and work closely with the district councilors and community leaders to sustain the environment by coming up with action plans towards addressing environmental concerns.

Thirdly, our proposed capacity-building trainings in bee keeping, and workshop development will

To facilitate this process, evidence-based research modern bee hives types per unit output of honey, and other be products will be sourced to much the community environment and ability or accessibility by farmers on community performance and key policy issues will be critical. We will work with the community leaders to curate stories of progress and identify gaps in apiculture business in communities. Regular self-assessments involving community leaders, civic groups and citizens will provide evidence-based assessments of citizens’ views on progress and district local government entomology office, production, commercial antienvironment and natural resource departments. Use of the local media in an actual sense, for the three years, TBK Association and partners will be active brokers of knowledge on Apiculture and social environment policy in the communities.

**The Project’s Intervention Logic**

Our intervention logic is premised on the different approaches designed to achieve the above objectives. It is undergirded by the fact that a strong network of bee farmers and civic organizations regularly engaging with research reviews and trainings will lead to an informed farmer and community in the knowledge of apiculture practices and environmental control gears. An informed and organized farmers will lead to increased production of bee products and a sustained environment coupled with increased confidence and trust in the private sector. Therefore, TBK Association believes that if famers are well-coordinated and regularly engage with in sensitization and training in knowledge and skills, will meet the needs of the program.

This means that;

* If a well-coordinated network of bee farmers regularly. engages with citizens on production issues
* If citizens are informed, well mobilized, and engaged in regular conversations about the environmental conservation,
* If farmers and local governments are responsive to outputs, aspirations and demands for collective marketing and value addition,

Then

* farmers will be scientifically competent and informed about production technologies
* farmers will increasingly be responsive to applying environmental control measures
* farmers will increasingly participate in quality, value addition and collective marketing to favorably compete and realize revenue

**Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors**

At the local level, governance structures are largely ineffective in their representation, legislative, planning, budgeting, and oversight roles and as a result, agriculture as a social service remains weak. On apiculture and entomology side farmers have remained largely disengaged with limited participation – only able to engage in small scale and crop production which is failing to yield enough output even when the herbicides and Pest sides are applied, poor quality outputs are realized, Consequently, this has led to weak systems, structures and processes on production, markets, and health. The main causal and contributory factors for this trend include limited civic awareness and lack of information on organic agricultural practices to sustain the natural systems and products nature and kids, to sustain medicinal impact.

In Kibuku districts, the poverty rate is at 67% with the sub-counties of Nandere, Nankodo, Lwatama which is formerly Tirinyi Parish and these sub counties are located in the south west part of the district and Bulangira in the north as the most vulnerable. The population in these sub-counties have less than two meals a day which stunts the growth of their children. A high population growth rate of over 5% per annum far outpaces the rate of public infrastructure expansion, while a high illiteracy rate of 68.3%, domestic violence and a high rate of environmental degradation continue to characterize the district. This is the situation that the initiative is designed to respond to. We will respond by fortifying.

**The target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs**

In designing this initiative, several consultations with different CSOs were held. Volunteer field officers assisted in the collection of data from the communities which informed the design of the interventions. TBK Association mapped out key stakeholders who actively and meaningfully participated in planning, and generated contextual analysis to form the bedrock for the proposed interventions. Beyond the applicants, local governments of Kibuku in Eastern Uganda were engaged to provide information related to factors that constrain apiculture, the districts’ entomology issues and agriculture, these will remain our secondary stakeholders during the implementation of this initiative. Citizens, CSOs, grass root and community-based Organisations, vulnerable groups and bee farmers will be our primary stakeholders for this initiative

**Summary table of some target groups and final beneficiaries**

|  |  |  |
| --- | --- | --- |
| **Target Group** | **Needs and constraints** | **Proposed means to address them** |
| 1. TBK Association board and staff | * The weak capacity in skills and knowledge to technical manage and run the organization * Lack of the organization production tools, assets and utilities to run the office and activities of the organization * Lack of a scientific funded strategic plan * Lack of knowledge and information on institution policies and guidelines to man the organization in terms of administration * Lack of motivational factors to staff in terms of salaries and benefits to bridge time and commitments on the day today running of the association | * Financial resource mobilization through membership fees, sale of bee products, fundraising meetings and proposal development to donors to support acquire assets, structures and needs of the organization for effective operations |
| 1. Registered organization bee farmers (including key interest groups) | * Lack of the requisite skills and information about bee keeping and modern agricultural practices which are environmentally friendly * Lack of production inputs like beehives, gloves, bee harvest overalls, modern honey extraction and processing machines, bee smokers, Gumboots, air tight backets, jerricans, shives, * Lack of security gears like chain link fencing, cement, poles and binders, and labour * Lack of a clear understanding of collective marketing and value addition * Lack of knowledge on Domestic violence, gender issues and HIV/AIDs in relation to agricultural production. | * Building the capacity of local bee farmers in apiculture and modern practices in crop production and be forage through workshop trainings * Providing farm inputs to vulnerable farmers to enhance production and tree seedlings to farmers to sustain the ecosystem * Facilitating sensitization meetings on environmental control methods * Gazette Bee apiaries and demarcate places with warning sign posts in a literal thematic language and craft arts * Sensitize on the need to Brand and blend bee and crops products setting standards with the quality by UNBS for customer assurance with the products to attract high prices * Sensitize on the impact of domestic violence and HIV/AIDS in leading to low production and poverty |
| Local CSOs informal village groups and local civil and political leaders | * Lack of internal capacity to mobilize and organize farmers on modern agricultural practices * Poor coordination and often duplication of work * Lack of a defined CSO collective marketing strategies on international markets * Weak response on environmental control schemes especially wetland use | * Capacity building through experiential learning and training * Coordination through the civic agency learning fellowships and various coordination meetings * Development of a sub-regional collective marketing advocacy agendas for honey and other crops outputs at international level |

**Particular Value-Added Elements**

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**OBJECTIVE 1: TO DEVELOP ORGANIZATION CAPACITY**

**Output 1.1: Improved strategic plan which is scientifically generated by a consultancy firm**

* + 1. **Identify, hire and sign a contact with the consultant:**

The association Executive committee or the funding body will identify and map the legible registered and certified firms to facilitate and guide the development to the SP, basing on the organization vision mission, objectives core values and target groups in relation to scope, environment, government policies and modern development goals. The organization capacity development (OCA) processes, baseline survey, reviews and reports will be collectively compiled by the two stakeholders, TBK Association board members and volunteer staffs and the contracted firm in order to develop the SP and after the SP development, it will be launched in the district to officially communicate and disseminate its planned activities, targets, and time frame to concerned authorities and leadership for engagement during implementation of projects. With immediate effect from the Strategic Plan launch the base line survey will be carried out to assess the farmers views on the image of the association and its activities in order to leverage workplan and cost activities prior to findings especially the farm inputs and market areas.

* + 1. **Asset procurement and office development:**

The association currently is farm based and has no based office practices due to lack of conducive space to fix the office and other appliances like furniture, laptops, printers and photocopiers, Honey processing machines, demonstration farm tools like beehives and harvesting gears field movement motorcycles, administrative funds for utilities like stationary, power, water and cleaning detergents. TBK Association proposes to recruit workers for salary and acquire such needs so as to grow from the first birth stage to primary stage of organization development followed by secondary and maturity level looking towards coming up with Monitoring and evaluation (M&E) tools. This activity will impact the association to reach out and register reputation in the world of CSOs in championing development

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* + 1. Methodology

Our methodology and innovation elements are multidimensional. They majorly revolve around, a) the skilling model and b) the community engagement on sensitization approach, both of which enable TBK Association to fight poverty where they both live and work. Secondly, our collaborative model adopted for this initiative enables us to involve all stakeholders especially marginalized famers in the design and implementation of the initiative. On the side of duty bearers, this collaborative model is instructive in mitigating the potential negative effects and risks associated with shrinking civic space for civil society and avoiding government backlash. For marginalized household members, it will enable TBK Association to properly respond to their needs in the area.

**Participatory assessments and evidence generation:**

TBK Association will draw on a range of participatory research approaches to generate bee farmers' perspectives and views on the performance of key beneficiaries and public institutions. This will enable TBK to curate farmers production and market for the bee products, increase awareness about bee keeping and facilitate the defining of local priorities and actions to be taken to address such environmental needs. It will also allow farmers to be active participants in policy-making by not only demanding what is appropriate and useful but also by providing alternatives that work. This approach will also contribute to TBK Association desire to involve local stakeholders including political leaders, CSOs, and religious and cultural institutions/leaders in the assessment of progress on value addition for national and international markets This is premised on TBK Association’s principle of ‘planning with rather than planning for’. In executing this method, we will be as deliberate as possible to involve as many women, youth and persons living with HIV in the planning of the activities. We will encourage and stimulate conversations around sensitive issues and services related to HIV/AIDs, Sexual Reproductive Health, and Gender Based Violence to increase the confidence of women and other marginalized groups to analyze their issues affecting them in house hold agricultural production for income generation. To ensure local ownership, TBK will enhance the capacity of local and grass-root informal farmer groups to conduct participatory surveys and assessments and reports on bee keeping in their respective farms while using the feedback approach

1. **TBK’s bee keeping agricultural Model**

Registered bee farmers will be the first priority to any benefit and responsible in influencing the community farmers to use modern agronomy practices of organic farming methods, which methods are friendly to the Bee health and quality Natural products. In doing this the TBK Association is trying to reduce and eliminate the Deadly herbicides and pesticides that affect and kill the bees yet bees and other insects are key in the pollination process in crops yield and decomposition process for soil fertility, Therefore the model will typically be in two components a) production of Quality organic honey by setting breeding farms in gazette areas, using modern and local beehives, value addition on bee products by use of modern processing machines and this will be through skilling of the bee farmers of different ages and gender on how to do the work and develop workshops and b) collective marketing of bee products were bee famers will gather their products in one collection center in order to sale to generate revenue and later will be disbursed to famers in form of a cooperative saving and if given resources TBK Association can buy from the famers directly and this calls TBK Association for bee products shop

1. **Use of environment and conservation of natural resources:** We recognize that radio is one of the most effective channels to expand reach beyond the direct project reach. It is also critical in shaping Knowledge and skills. We will identify opinion leaders and local leaders in communities that will go on major radio stations to champion the major agricultural concerns. Formal partnerships with key radio stations within the districts will be established and involve many media personalities in the implementation of the interventions so that they have the requisite information to speak competently about the production and marketing issues. As a result, there will be a raised profile of issues and leaders will be compelled to act. Media houses will also pick interest in specific issues and carry out detailed investigations and profiling of the issues. We will thus use a media syndication strategy[[2]](#footnote-2) to reach out to the masses and amplify the reach of our interventions. Provision of tree seedlings and forage to farmers and community citizens, horticulture seedlings to farmers near the wet lands of mpologoma river, to reduce encroachment to support the proposed government program in the area
2. **Iterative, Collaborative, Learning and Adaptive Planning.** Essentially, TBK Association has established a learning culture. We learn by doing which enables us to develop the capability to solve complex social problems. This action will adopt this approach to ensure maximum impact of the Project. This will be enabled by our embedded regular reflection and learning sessions. This method will help to come up with innovative ways that create coherence, coordination and synergy at the local level. We will organize joint learning sessions that bring together different actors engaged apiculture and crop production work to share experiences that would help draw best practices, learn from each other and the changing context and build synergies. The learning sessions will be focused on the identification of key internal and external stakeholders and deciding how best to work with them to add value, fill gaps, and avoid duplication while working towards a shared goal. Additionally, this initiative is designed with the intention of influencing both income and environment as asocial concern.

**How does this initiative fit within larger programs and other past and current initiatives**

TBK Association has not implemented a large activity before. However, the organization has a little experience social program, it only has largely been operating at farm production level in bee keeping and crop production among member famers. On the whole, TBK Association intend to take advantage of ongoing opportunities, as well as build on past initiatives to achieve our enlisted objectives in this initiative. We have had a reflection on some of our past work, such as the constitution and structures. We have identified what worked that we could replicate, and also picked out lessons from what failed that need to be done differently. We are deliberate on avoiding duplication of existing work and not to re-invent the wheel, and as such will use existing structures and infrastructure to achieve the goal of the project. In terms of ongoing processes, TBK Association farmers are currently implementing PDM supported projects in Strengthening Engagement in income generation. The activity focuses on building the requisite citizens’ livelihood reforms, and TBK Association seeks to coordinate with Bukedi Bee Keepers Association for mentorship and support

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**Planned monitoring and evaluation processes**

Performance monitoring for the project will be both flexible and adaptive. The starting point for the action’s monitoring will be the proposed Logical Framework. The framework highlights the different outcomes, indicators, baseline values targets and basic assumptions. This will be updated at least once a year to ensure consistency, informed by embedded learning and adaptation to the context. In any case, this logical framework will be first updated after the conclusion of the baseline survey and annual and mid-term assessments.

Additionally, detailed performance indicator tables will be used to measure performance. The activity performance will be tracked on an annual and bi-annual basis. Monitoring of activity performance will be guided by context/sentinel indicators. Context/sentinel indicators will be both qualitative and quantitative. This set of indicators will measure how the external and internal project environment is changing and how that change is likely to affect project performance. The context in which the activity is to be implemented is both fragile and ever-changing. Thus, keeping an eye on those changes will be of great value in facilitating activity adaptation.

Data collection tools will be developed. Some of the methods to be used to collect performance

**Planned activities to ensure the visibility of the action and the contribution of the donor to its funding**

TBK understands that communicating and raising visibility plays a key role in strengthening the donors’ role in the world, demonstrating the donor’s positive contribution to people’s lives., TBK will use both the donor emblem and the funding statement as essential elements to acknowledge the support.

Some of the approaches that will be used to achieve this include: organizing stakeholder information meetings such as the project inception and launch activities where the donor will be acknowledged, working with and utilizing available media platforms such as radio to disseminate key messages. TBK will also develop and print activity branding materials, like banners, posters and other Information, and Education and Communication materials will be developed using the donor-specific requirements. In all cases, the donor emblem will be used on all these products, publications and other promotional materials and administrative documents as per the specifications

**The Project Management Structure and Team**

TBK Association has offered a simplified and effective structure against which the proposed staffing plan for the project is modelled. Our proposed staffing is designed to ensure efficiency in the delivery of the project, fortification of the existing teams, and ensure compliance and adherence to implementation, visibility, administrative, and financial management standards. The proposed staffing plan therefore, is deliberate to ensure that TBK Association assign their key staff project implementation responsibilities as opposed to establishing an independent project team. This will ensure that the organizations is sustainable beyond the lifetime of the project and involves reasonable donor contribution to staff costs across the organizations and ensures that donor contribution is limited to the true cost of implementing the project.

**Table showing staff directly funded under the action**

|  |  |
| --- | --- |
| **Proposed staff** | **Responsibilities and Reporting Lines** |
| **Title** | |
| Executive Director (1) | He will have overall responsibility for the implementation of the project in Bukedi and West Nile Regions respectively. They will be based in Tirinyi |
| Program Officers (1) | He will directly be responsible to manage the project implementation and will run the day-to-day operations of the action in the regions. These will be based in Tirinyi |
| Finance Officers (1) | The Project Accountants will manage the financial aspects of the project and will be responsible to ensure that the project is implemented within the set financial expenditure and reporting guidelines. These will be based in Tirinyi |
| Office administrator | He will administer all daily duties of the office as obligated as receptor, cleaner take and keep records etc. |

* + 1. Indicative action plan for Organisation development

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year 1 | | | | | | | | | | | | | |
|  | Half-year 1: | | | | | | Half-year 2: | | | | | |  |
| Activity | Month 1 | 2 | 3 | 4 | 5 | 6 | | 7 | 8 | 9 | 10 | 11 | 12 | Implementing body |
| **Develop a strategic plan** |  |  |  |  |  |  | |  |  |  |  |  |  |  |
| Develop a strategic plan for the CBO to scientifically assess the vision and mission and objectives, values, structures and policies in relation to the environments and government programs |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| TBK Association Staff Capacity Building |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| Website Construction and Hosting |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| inception Meeting for project implementation (with consultant, 7 Board members, 6 staff) |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| Conduct assessment of Organisation internal capacity Gaps and Needs (desktop research) |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| Development of the SP Development and Policy Document |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| layout and Printing of new Strategic Plan 2024 - 2029 |  |  |  |  |  |  | |  |  |  |  |  |  | consultant |
| One day Sharing of first draft of the strategic plan |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Launch of Strategic Plan and Donor Conference 2024 - 2029 |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| **Project Implementation** |  |  |  |  |  |  | |  |  |  |  |  |  |  |
| Identify contactors to provide services to TBK |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Procure TBKs assets and office appliances and utilities |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Recruit qualified staff to fill the gaps for implementation of activities |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Develop M&E tools by the internal change team for reporting and date management |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Conduct and exercise preliminary works towards the organisation objectives like field visits to famers and report developments, planning meeting and orientations |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Making returns and ensuring compliance to URA and URSB and other legal entities and submission of annual report to the donor |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| **Years 3** |  | | | | | | | | | | | | | |
| Conduct sensitisation on environmental conservation and modern agricultural practices in Kibuku DLG |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Create capacity of the vulnerable bee farmers in skills and knowledge in bee keeping and agronomy |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |
| Conduct interactive meeting with different stakeholders to come up with best practices on gender and crosscutting issues in relation to agriculture |  |  |  |  |  |  | |  |  |  |  |  |  | TBK |

* + 1. Sustainability of the action

Our sustainability plan responds to one fundamental question; how and which of the project results will be sustained beyond the lifetime of the project?

The project activities also tap into existing and ongoing processes at the community and national levels, for example, the Parish Development Model (PDM) and local government budgeting process. The recently launched Parish Development model will provide an opportunity for project sustainability, especially around. forming village SACCOs in bee and agronomy farming

Cooperation between citizens, bee famers and their organization and leaders will also be emphasized. It is expected that this will foster the exercise of s transparence and accountability. Our focus lies on institutionalizing these processes and mechanisms in order for them to become a part of everyday life for the farmers and their leaders in the organization

***Policy level sustainability***: The key strategies for ensuring lasting impact are also hinged on multi-stakeholder interventions that ensure full citizen involvement and ownership. We shall work with various partners including government officials and duty bearers at all levels to develop long-term relationships. Under outcome three on collaboration and networking

***Financial sustainability:*** The use of local and internal expertise in carrying out capacity building and facilitating the project activities and interventions will not only minimize expenditure on experts but also ensure financial sustainability and skills transfer.

***Institutional sustainability:*** The project invests substantial effort in individual, community and institutional capacity building to enable the continuity of activities and results and increases the ability of those involved to respond to the dynamic development context. Our proposed capacity-building trainings will not follow the conventional mechanisms of knowledge transfer and skilling. Our approach to objective three is premised on the recognition that local knowledge and practices are the magic bullets to local capacity and sustainability. We will come up with innovative ways that create local ownership, coordination, and synergy.

natural resource management. This will be done by integrating into the project activities and interventions key messages on climate change, and sustainable use of the environment, among others. We will ensure that awareness sessions on climate change and natural resource management are prioritized during community conversations and district leader interactions.

**Risk Analysis**

This project is prepared on the conviction that the target groups will be willing and committed to participating in the project in spite of political, religious and cultural affiliations. It assumes that all stakeholders will work together and perform on the same ethical and organizational standards and under the same implementation framework to effectively achieve the intended outcomes. It also assumes that all target groups will get political satisfaction when they participate in decision-making. This means that the beneficiaries will continue using the skills, tools and methods acquired during the project for the promotion environment and apiculture practices. The key risk associated with this project revolves around the potential politicization of the project by district stakeholders and the possibility that they may misconstrue the citizen empowerment work to be anti-government. This would affect the project implementation and achievement of the overall goal and outcomes. We will mitigate this by using a collaborative approach and involving all stakeholders in the planning of the interventions. The following matrix provides a breakdown of the risk, risk levels and proposed strategies for mitigation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk** | **Level of risk** | | | **Mitigation Strategy** |
| **Low** | **Med** | **High** |
| The risk of legality and recognition of the project by the political and civil servants  . |  |  |  | Through stakeholder meetings and media engagements and publications, the project will be introduced to the leadership of the district including the RDCs, The Police, LCV, and LCIII chairpersons, and provide them with the project profile to understand its objectives and operations and its alignment to the district plans and programs.    Where necessary, the project work plans and budgets will also be shared with district leaders. Support to establish formal relationships and sign the Memoranda of Understanding in the district where the project is to be implemented. |
| Intimidation by different stakeholders due to the nature and hostility if the bees |  |  |  | The Consortium and partners will ensure the inclusion of the duty bearers in all the project activities for them to understand, buy into, and support the project.    Through civic education and intensive media campaigns, citizens will be made aware of their constitutional right to participate in social accountability initiatives. |
| Risks associated with financial management and management of subgrants |  |  |  | We will rely heavily on experience managing and will also assign officers responsibility to manage the day-to-day monitoring and supervision of project actors  financial management systems and procedures. These ensure checks at all levels including implementation staff, Senior Management Team and the Board of Directors. Additionally, the regular expenditure reviews and audits sanctioned by the Board help in mitigating any potential financial risks and corrective actions in the course of implementation of the Action. It is hoped that this will mitigate any potential risks related to subgrantees and financial management. |
| Unfavorable political and legislative environment    This may affect the timely implementation of the Project activities and achievement of results. |  |  |  | The partners will abide by the existing laws such as Public Order and Management Act (POMA) and sign MOUs in the districts of operation  We will work closely with the district's political and technical leadership. Working with and implementing the project activities through local organizations will also provide the much-needed legitimacy for the project. |
| The organization and staff may be threatened as a result of wetland use and management |  |  |  | conduct security training for all staff to mitigate and manage safety and security issues as they occur. Capacity building in movement building will also be conducted for all staff to minimize personal exposure to security risks. |
| Unhealthy competition among Civil Society Organisations. |  |  |  | Work with NGOs in a non-competitive manner including both members and other constituencies. |
| High expectations from the interventions by community members and farmers |  |  |  | Work with CSOs and leaders at the community level to understand the need for the project and specify the way it will benefit communities. |
| Co-option of project actors due to the collaborative model |  |  |  | Consistently keeping in touch with constituencies and continuously sharing information. |

**Expected impact of the action after 3 years**

If successfully implemented, it is expected that this action will contribute to empowered capacity of the CSOs in the district in Eastern Sub-Region by 2027. More specifically, this action is expected to lead to increased farmers incomes and welfare, production levels of the bee products, enhanced environment and ecosystems. This will help to address the challenge of citizens’ apathy and the general withdrawal of citizens from productive activities.

**Abbreviations:**

URSB----------------Uganda Registration Service Bureau

UNRSB-------------Uganda National Registration Service Bureau

CBO------------------Community Based Organization

CDO-----------------Community Development Office

NDP------------------ National Development Plan

UNBS----------------Uganda National Bureau of Standards

PDM------------------Parish Development Model

MDG’s----------------Modern Development Goals

PWD’s ----------------People with Disabilities

SDG’s----------------Sustainable Development Goals

CSO’s----------------Civil Society Organisations

OCA --------------- Organization Capacity Assessment

SP --------------------Strategic Plan

ANNEX 11

Budget

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)