

ANNUAL REPORT 2021



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Introductory words by our Regional Director Januario Ntungwa

On behalf of the Trias East Africa team I am pleased to present to you our 2021 Annual Report.

The year 2021 was an important year in which we finalized one of our main programmes (2017–2021) funded by the Belgian Government (DGD). Based on our realizations and a few highlights presented in this report and despite 2021 being a year further affected by the COVID-19 pandemic, we made tremendous progress in supporting entrepreneurs in East Africa through 17 of their organisations. Together with these partner member-based organisations and through other collaborations, we have been able to directly reach more than 65,000 entrepreneurs and impact indirectly around 240,000 members.

We build on this success in our new 2022–26 Belgian Government DGD-funded programme to further develop sustainable agriculture-food systems, entrepreneurship and youth employment in the region, which will contribute to the Joint Strategic Frameworks developed by the Belgian Non-Governmental Actors in Uganda and Tanzania.



















In 2021, we also started new collaborations with Woorden Daad, FAO (Food and Agriculture Organisation), and Ex-change, in addition to maintaining good relationships with our existing partners. 2021 was also the year in which Trias and the Tanzania Horticulture Association (TAHA) effectively rolled out the implementation of the Make It Grow Programme in Zanzibar, funded by the European Commission to improve the horticulture value chain.

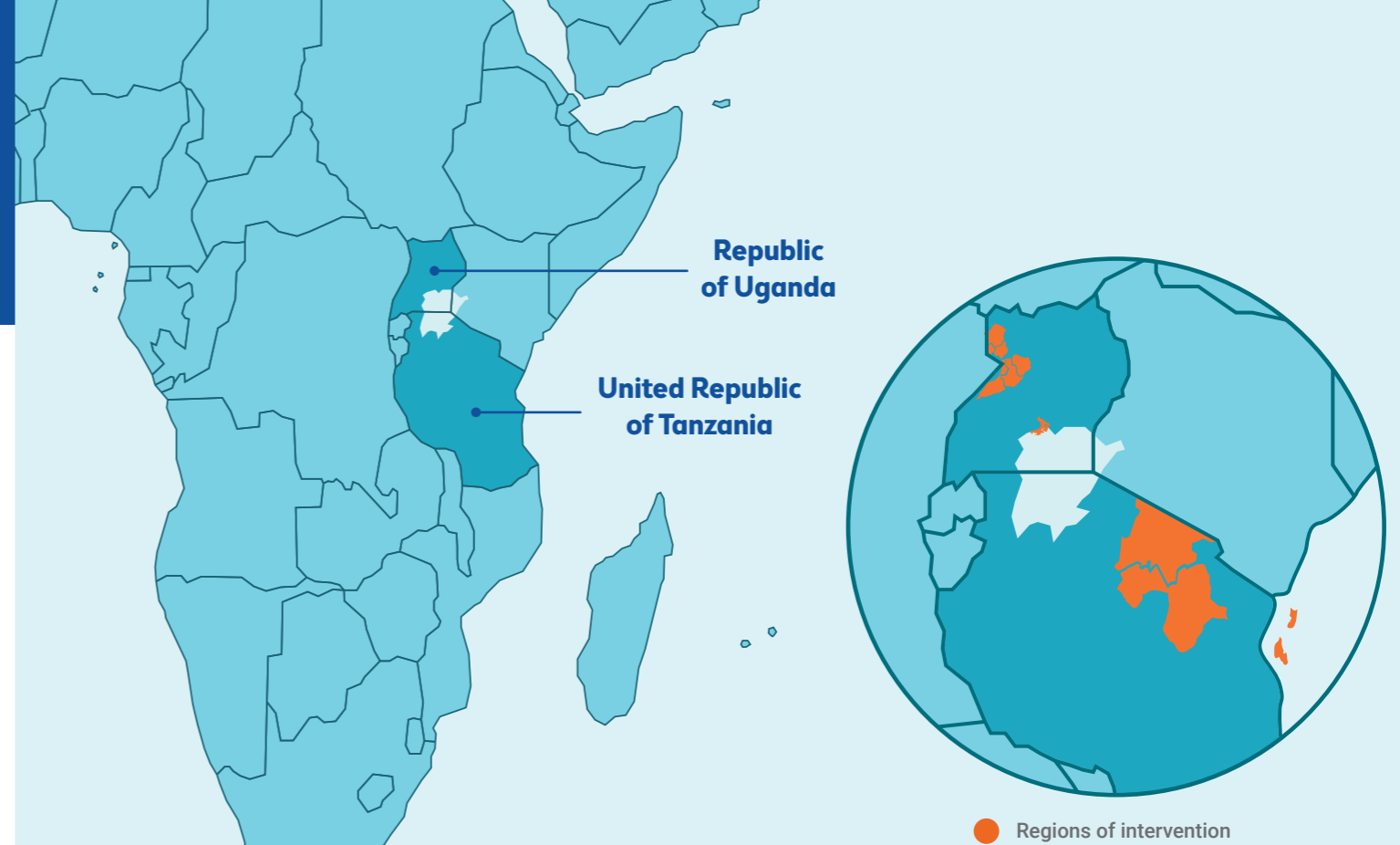
We know that at the heart of success is a team of different actors, hence, we want to express our appreciation for our staff, partner member-based organisations, collaborators, funding partners, national, regional and local government agencies, and the individual entrepreneurs who have enabled us to realize such great achievements this far. We look forward to even better results in 2022!

“
We have been able to directly reach more than 65,000 entrepreneurs and impact indirectly around 240,000 members.
”

Trias East Africa 2021

- LEGEND**
- 📍 Area of operation
 - 👤 # Members
 - 🎯 # Directly reached members

 <p>TUNADO</p> <ul style="list-style-type: none"> 📍 Whole of Uganda 👤 84,956 🎯 1,506 	 <p>UNFFE</p> <ul style="list-style-type: none"> 📍 Whole of Uganda 👤 2,784,106 🎯 185 	 <p>USSIA</p> <ul style="list-style-type: none"> 📍 Whole of Uganda 👤 5861 🎯 856
 <p>MADFA</p> <ul style="list-style-type: none"> 📍 Masindi District 👤 8599 🎯 3,952 	 <p>MADFA SACCO</p> <ul style="list-style-type: none"> 📍 Masindi District 👤 17051 🎯 2,759 	 <p>HODFA</p> <ul style="list-style-type: none"> 📍 Hoima District 👤 9079 🎯 2,779
 <p>HOFOKAM</p> <ul style="list-style-type: none"> 📍 Hoima District 👤 2570 🎯 1,134 	 <p>ARUDIFA</p> <ul style="list-style-type: none"> 📍 Arua District 👤 14200 🎯 8120 	 <p>ZODFA</p> <ul style="list-style-type: none"> 📍 Zombo District 👤 9248 🎯 4371
 <p>NYARAVUR SACCO</p> <ul style="list-style-type: none"> 📍 Zombo District 👤 13197 🎯 5,742 	 <p>OFFAKA SACCO</p> <ul style="list-style-type: none"> 📍 Arua District 👤 6461 🎯 5,412 	 <p>TAHA</p> <ul style="list-style-type: none"> 📍 Whole of Tanzania 👤 18,244 🎯 8,275
 <p>MVIWARUSHA</p> <ul style="list-style-type: none"> 📍 Arusha Region 👤 11,098 🎯 5,092 	 <p>MVIWAMA</p> <ul style="list-style-type: none"> 📍 Manyara Region 👤 8,503 🎯 5,162 	 <p>TCCIA ARUSHA</p> <ul style="list-style-type: none"> 📍 Arusha Region 👤 2,300 🎯 1,975
 <p>TCCIA MANYARA</p> <ul style="list-style-type: none"> 📍 Manyara Region 👤 1,479 🎯 1,263 	 <p>TCCIA NATIONAL</p> <ul style="list-style-type: none"> 📍 Whole of Tanzania 👤 26,221 🎯 7,960 	 <p>UCRT</p> <ul style="list-style-type: none"> 📍 Arusha Region 👤 N/V 🎯 712
 <p>PWC</p> <ul style="list-style-type: none"> 📍 Arusha Region 👤 Serve members of other MBOs 🎯 	 <p>World Vegetable Center</p> <ul style="list-style-type: none"> 📍 Arusha Region 👤 Serve members of other MBOs 🎯 	 <p>TPW</p> <ul style="list-style-type: none"> 📍 Arusha and Manyara Regions 👤 Serve members of other MBOs 🎯



An overview

30
Professionals

€ 3.42 million
Turn-over

12
Projects

Including 3 new projects
Supported by 19 donors

Interventions in collaboration with:

17 member-based organisations
4 service providers

Reaching around
240,000
farmers and non-farmer family entrepreneur member across 2 countries

Main value chains members are engaged in:

honey, maize, rice, potatoes, soybean, garlic, sesame, spices, vegetables and fruits, poultry, dairy products, confectionery, textiles and metal fabrication.

Have a look at our corporate annual report

Who we are



Trias is an international development organisation with strong roots in Belgium. In 14 countries, we support the realization of dreams of millions of family farmers and small-scale entrepreneurs through their member-based organisations (MBOs). In that way, we offer them opportunities and generate sustainable development. Trias connects, empowers and brings about change.

Our interventions are focused on organisational strengthening and institutional development, structured around three areas of expertise:

In 14 countries, we support the realisation of dreams of millions of family farmers and small-scale entrepreneurs



We support a total of 21 organizations to improve people's living conditions

History

We envision a world in which prosperous, self-reliant, democratic member-based organisations of farmer and non-farmer family entrepreneurs take on a leading role in their communities to further inclusive and environmentally sustainable socio-economic development. We believe this development will produce collaborative societies that aspire to autonomy, equal opportunities and financial security for all, and in which all people exercise self-determination, solidarity and cooperation.

In East Africa, Trias has built a legacy since the early 1980s when organisations ACT and IVA started operating in Tanzania and later in Uganda. Together with Form, these three organisations merged into Trias in 2002. Today, our team in East Africa consists of 30 committed professionals. We support a total of 21 devoted organisations to improve people's living conditions and we promote greater equity and solidarity.



BUSINESS DEVELOPMENT AND MARKET ACCESS



INCLUSION AND GLOBAL CITIZENSHIP



CLIMATE CHANGE AND ENVIRONMENT

Country info



United Republic of Tanzania



Republic of Uganda

Population (2021 est.)	> 61 million	> 47 million
Population <35 years (% , 2020)	>77	>80
Population below the poverty line	26.4% (2017 est.)	21.4% (2016 est.)
GDP per capita (current US\$, 2021)	1084.4	736.6
GDP growth rate (annual %, const. 2015 prices)	7	6.7
Employment in agriculture (% of employed)	64.9	72.4
Unemployment (% of labour force)	2	1.9
Individuals using the Internet (% of total population)	16	23.7
Main export products	gold, tobacco, cashews, sesame seeds, refined petroleum	gold, coffee, milk, fish/fish products, tobacco

Did you know?



Uganda is the most physically active country¹, has the youngest population in the world² and **more than half of the youth are involved in businesses**³.



46% of Tanzanian's electricity and **80%** of Uganda's is generated from **renewable energy** (mainly hydroelectric)⁴.



Tanzania is the second leading producer of honey in Africa after Ethiopia. Tanzania is endowed with over 450 natural forests that include plantations, mangrove, nature forest reserves and bee reserves⁵.



Mission

We empower organisations of farmer and non-farmer family entrepreneurs worldwide, so that they can act as powerful catalysts for social and economic change towards an equitable economy and a just society



¹ <https://www.guinnessworldrecords.com/world-records/545463-most-physically-active-country>

² https://en.wikipedia.org/wiki/Youth_in_Uganda#cite_note-Population_Action-1

³ <https://www.gemconsortium.org/report/gem-2014-global-report>

⁴ <https://www.cia.gov/the-world-factbook>

⁵ <https://www.thecitizen.co.tz/tanzania/news/business/-tanzania-eyes-doubling-honey-production-3231890>

▶ Targeting resilience in a year filled with uncertainty



INTRODUCTION

2021 was another year affected by the COVID-19 pandemic. While Tanzanian authorities went for a more lenient approach, the Ugandan Government enforced a strict lockdown in June–July 2021, similar to the one in 2020. Schools remained closed for almost two years. In both countries, Trias, partner staff and their members were directly or indirectly affected: loss of lives, restricted movement and social interactions, reduced business activity and financial distress. The situation led many people to sell off assets such as land and buildings, and numerous businesses were forced to close. Even when the economy fully re-opened, the demand for goods and services continued to be low because of massive job losses and depletion of savings during lockdown. From a gender perspective, COVID-19 has had very debilitating effects on women as they mainly work in the informal sector, which is highly dependent on daily cash flows. We also saw an increase in gender-based violence and teenage pregnancies due to closed schools, limited traveling and increased stress.

The work of Trias and our partners was also greatly affected through the ban on mass gatherings, meetings and trainings. Our work naturally involves social interactions that are crucial for learning, reflection, sharing what is going well and what needs to be changed. These exchanges are crucial for effective and efficient implementation as well as for the wellbeing of the members.

In these tough times, Trias and our partners continued to stand by farmer and non-farmer family entrepreneurs. We regarded these challenges as an opportunity to improve service delivery, while expanding our ability to adapt to disruptions. Digital ways of working were embraced, revolutionised and scaled up, including at the level of small-holder farmers and entrepreneurs. For example, Tunado transformed some trainings to members in digital self-learning formats; microfinance partners intensified their promotion of mobile banking and registered more members on the mobile platform than ever before, and Trias and partner staff started to consider virtual meetings as the new normal. Due to changes in expenditures (e.g. buying internet data instead of transport), we found ways to be more flexible in budget (re)allocation and activities.



In these tough times, Trias and our partners continued to stand by farmer and non-farmer family entrepreneurs.

▶ PROJECT EXAMPLE 1

Putting in place a stimulus credit fund

The pandemic had a major economic impact on small businesses. We found it crucial to support business recovery. One such effort was the establishment of a stimulus credit fund in Uganda: we gathered all the 2021 balances of credit funds and turned it into one fund specifically targeting the recovery of members' enterprises. It was implemented through a new Memorandum of Understanding between USSIA, HOFOKAM and MADFA SACCO with special terms and conditions determined on the basis of the new prevailing situation of micro, small and medium businesses: lower interest rates, easier loan security and optional extended grace period for loan repayment.



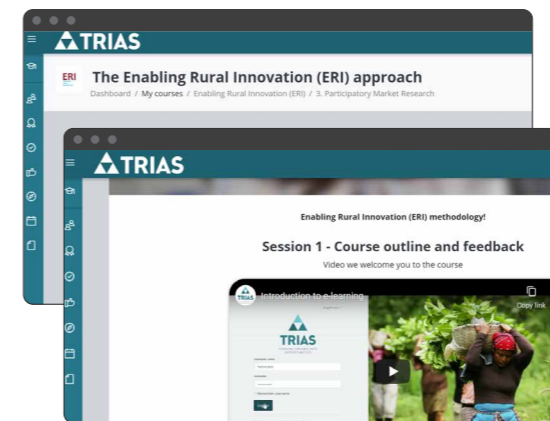
We found it crucial to support business recovery.



▶ PROJECT EXAMPLE 2

ERI goes digital!

In previous years, Trias developed a very powerful approach to support small-holder farmers in their journey from subsistence farming to commercial farming. **Enabling Rural Innovation (ERI)** puts farmers in the driver's seat and enables them to make their own informed decisions. ERI has a toolbox for trainers when they go out in the field. With the support of an Enabel Junior professional in Uganda and our partner INFOCOS in Brazil, we digitalized this toolbox into an ERI e-learning course. The e-version is not meant to replace physical trainings but to support trainers to get introduced to ERI or refresh their knowledge. Anytime, anywhere, trainers can access the course from their smartphone or laptop to learn the theory through documents, videos and audio, interactively engage in exercises and connect with trainers and other learners.



Discover the ERI introduction session



Discover the ERI website

► **Our international expertise**



BUSINESS DEVELOPMENT AND MARKET ACCESS



BUSINESS DEVELOPMENT AND MARKET ACCESS



INCLUSION AND GLOBAL CITIZENSHIP



CLIMATE CHANGE AND ENVIRONMENT

Dairy Business Growing Big!

Formalization of enterprises and bringing together entrepreneurs in strong member-based organisations are key goals for Trias. The 25 women in Tanzania who started Mshikamano Babati Dairy Cooperative Limited in 2012 illustrate the importance of this work perfectly. Initially, they only produced yoghurt seasonally, when milk was in plenty. They only sold to individuals, sales were less than 4,300 euro per year, there was a shortage of labour in peak seasons, and the land they owned was not registered, hence useless as collateral for loans. After joining the Manyara regional branch of Tanzania Chamber of Commerce, Industries and Agriculture (TCCIA) in 2020, things changed... They were trained and coached in record keeping and marketing and linked to wholesalers and registration bodies. With a smiling face Neema (chairperson of the cooperative) told us "We now produce good quality yoghurt and ghee all year round and our annual turnover has more than doubled!". They also recruited a manager and formalized their business: the land has a title deed now, and the cooperative and products are registered at national level. This means that they are now able to secure a loan for further investment. This is important because their ambitions are not small!



“
We now produce good quality yoghurt and ghee all year round and our annual turnover has more than doubled!
 ”



INCLUSION AND GLOBAL CITIZENSHIP



CLIMATE CHANGE AND ENVIRONMENT



Youth Empowerment in Arusha, Tanzania

Before 2017, the Arusha Branch of The Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA Arusha) only had one youth in the leadership of the Chamber and had limited outreach to its then 449 youth members. Understanding the opportunities with youth, TCCIA wanted to change this. In collaboration with Trias and Sengerema Foundation, the Youth Entrepreneurship Program (YEP) was rolled out between 2017 and 2021: in cycles of 9 months, 169 young people were trained in soft, business and vocational skills. These trainings were intertwined with coaching and business monitoring sessions. After submitting business plans, TCCIA Arusha SACCO provided loans. At organisational level, it developed a strategy to reach more youth: youth groups were visited and mobilized to become member, and specific services to youth were provided. By the end of 2021, 169 youth had developed business plans and obtained loans for a total amount of around 44,000 euro (compared to seven youth and around 2,000 euro before 2017). Youth representation in TCCIA Arusha's leadership increased from one person in 2016 to four in 2021, out of a total of 12 leaders. Youth membership more than doubled in the same period (from 449 to 945 out of the 1975 members).

Youth representation in TCCIA Arusha's leadership increased from one person in 2016 to four in 2021



From Poacher to Bee-keeper

Trias empowers vulnerable people to engage in practices to adapt to the global environmental crisis. One such example is Mr. Isaac Isura (52) in Masindi District, Uganda. His home is located a few meters from Murchison Falls National Park, the largest protected wildlife area in Uganda. He grew up hunting wildlife for food and income, an illegal practice. Because he didn't know much about alternative sources of income, he continued poaching until 2015, which caused imprisonment and even death to some of his relatives. He tried to engage in crop farming but because of wild animal encroachment, not much could be harvested. In 2017, through The Uganda National Apiary Development Organisation (TUNADO) he learned that bee-keeping could be a suitable enterprise. He became a member of TUNADO and learned about all aspects of beekeeping. "I now manage more than 300 hives (personally and as a group). In the last two years I produced an average of 450 kg of honey per season earning me around 1,400 euro per year. I was able to educate my children. Beekeeping also enabled me to engage again in crop farming, because bees scare away wild animals. All our land is now used productively!"



“Beekeeping also enabled me to engage again in crop farming, because bees scare away wild animals. All our land is now used productively!”



Visit the World of Bees web store



► Our projects in the spotlight



► PROJECT 1

SURE DEAL Project

Youth skilling, employment and empowerment

DURATION OF THE PROJECT:
3 years (2020–2022)

BUDGET: 500,000 euro

FUNDERS: European Union and Belgian Government

IMPLEMENTING PARTNERS:
TUNADO (The National Apiculture Development Organisation) and USSIA (Uganda Small Scale Industries Association)

This project aims to improve the quality of life of youth through decent employment opportunities and strengthening the voice of youth in the West-Nile region in Uganda. The project is now in its second year of implementation and already records some great achievements: out of 402 youth (42% female) that were placed for apprenticeship at 67 small-scale enterprises (among others apiculture, leather and crafts, metal fabrication, bakery, plumbing), 240 were formally assessed by government to be certified (results expected in 2022), 50 developed business plans and 97 already obtained formal employment (67 at the enterprise that trained them). Furthermore, to strengthen

the youth advocacy capacity, 18 staff and trainers of TUNADO and USSIA were trained in the Farmers' Advocacy Consultative Tool (FACT), and they in turn trained 30 community facilitators. 19 board members including youth from these two organisations were trained in leadership. As a result, 250 youth actively participated in district advocacy youth platforms where they freely expressed their concerns to district leadership. This enabled them to gain confidence and self-esteem to critically analyse their situation and make informed decisions. The project is received with much enthusiasm from youth, entrepreneurs and government, because they realise that the future is in young people's hands.



► PROJECT 2

STRONG

Sustainable Transformation and Opportunities for Networking and Growth – TAHA component

DURATION OF THE PROJECT:
5 years (2017–2021)

BUDGET: 1,088,587 euro

FUNDERS: Belgian Government, AHA (Andreas Hermes Akademie) and FFD (Food and Forest Development Finland)

IMPLEMENTING PARTNERS:
Tanzania Horticultural Association (TAHA)

This concluded project included capacity strengthening of TAHA on inclusivity and member empowerment, leadership and governance, networking and lobbying and improving services to their members. Among many of the results, 35 groups of onion farmers in Arusha with more than 500 members received intensive trainings in good agronomic practices, group strengthening, entrepreneurship, gender and nutrition. Furthermore, groups were linked to markets and micro-finance, and new technologies were introduced. As a result, the groups came together and formed an association of onion farmers groups. The cluster is registered and recognized by the government and has

a common voice in marketing, policy advocacy and access to farm inputs. Furthermore, the onion production has increased tremendously. Joyce from Kimfa group: "Before the trainings I harvested 30 bags and sold them at around 16 euro each. Through all the knowledge gained from the trainings and adoption of TAHA technologies I now harvest up to 70 bags and sell them at around 26 euro each. I'm now able to pay for my children's school fees and we even renovated our house!" As a consequence of these and other project successes, the membership of TAHA increased and more people see the benefits of joining organised groups.

The future is in young people's hands



As a consequence of these and other project successes, the membership of TAHA increased and more people see the benefits of joining organised groups.



▶ Financial overview

Statement of comprehensive income and expenses for the year ending 31st December 2021



Tanzania	Uganda	Total	Income
2,406,685	955,043	3,361,729	Funds received from donors
-	16,589	16,589	Other income
40,378	-	40,378	Net foreign exchange gain
2,447,064	971,633	3,418,697	Total Income

Tanzania	Uganda	Total	Expenditure
1,616,400	627,140	2,243,540	Funds at the disposal of strategic partners
574,672	243,695	818,368	Functioning, evaluation and personnel costs
255,991	76,909	332,900	Service delivery and capacity building
-	23,888	23,888	Net foreign exchange loss
2,447,064	971,633	3,418,697	Total Expenditure

▶ Looking forward

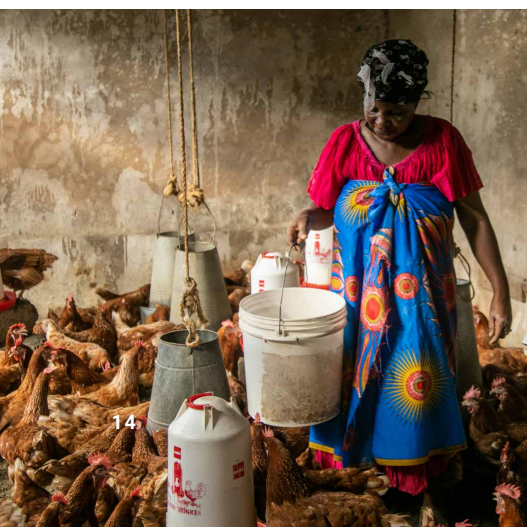
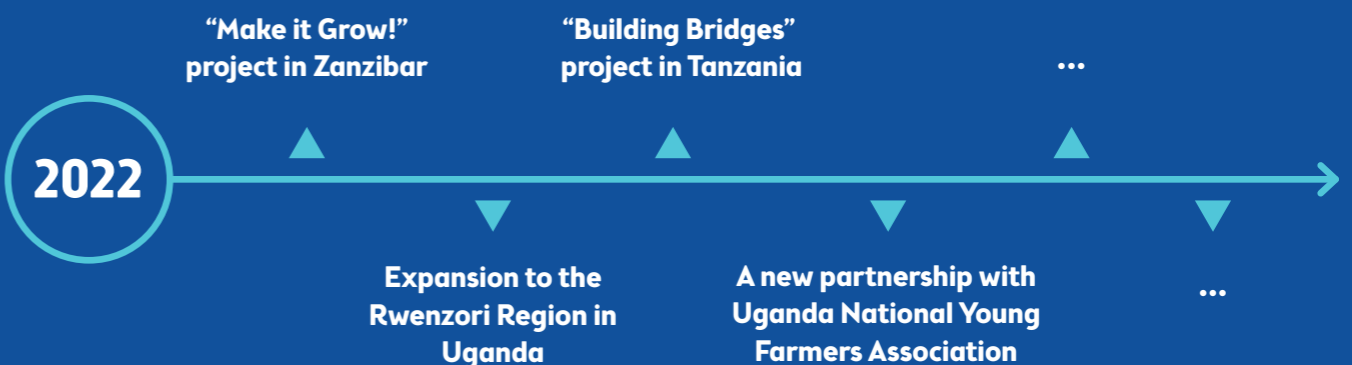
Our current strategy came to a close at the end of 2021. We have been working on our new Strategic Note for the period 2022–2031. This note sets out our systems approach and charts our path towards the empowerment of less-privileged groups such as women, youth and the economically underprivileged.

We will remain true to ourselves in our fundamental conviction that dynamic family entrepreneurship is an essential element of any society striving to be sustainable and inclusive. We will continue to work with individual entrepreneurs through their democratic and representative member-based organisations as drivers for change in an effective and efficient way.

But at a time when food security, environmental health and rural development are recurring global focuses, we understand that farmer and non-farmer entrepreneurs' ability to adapt to change is essential. The rising inflation we are experiencing in 2022 is yet another challenge to be conquered. While challenges typically also bring new opportunities, this is unfortunately not always the case for the marginalized. This is why we will continue to focus on the economic dimension of family entrepreneurship as well as the social and ecological aspects that hinder growth of genuinely viable businesses that contribute to an inclusive and sustainable society.

In 2022, we are looking forward to an expansion to the Rwenzori Region in Uganda where we will work with new partners and strengthen our complementarity with other Belgian non-governmental actors. We also foresee a stronger cooperation with the private sector in -among others- the cocoa and potato value chains, and we will further support the growth of the business wings of our partners. We are very excited to start a new partnership with Uganda National Young Farmers Association (UNYFA) to jointly address the specific challenges of youth farmers. In Tanzania, we are looking forward to conclude our "Building Bridges" project with a national public-private dialogue aimed at improving the legal environment for business development. In our "Make it Grow!" project in Zanzibar, we will launch a horticulture knowledge hub with TAHA, in an event attended by the president. We will also kick-start a massive nutrition campaign which will include road shows, tv interviews and live cooking demonstrations.

As a learning organisation, we are especially grateful to all partners and stakeholders who contributed with their viewpoints and expertise to finetune our strategy and improve its implementation. We are looking forward to expanding and deepening this cooperation!



▶ How to get involved with our work

A wide variety of national, regional and international partners help us to achieve our strategic goals towards family farmers and non-farmer entrepreneurs. They provide us with funding, ideas, additional expertise and other resources. Every day, we work more closely together to support and co-create initiatives.



▶ Colophon

Editors: Peter Van Erum, Wine Tesseur in cooperation with the entire Trias East Africa Team Uganda and Tanzania.

Photographers: Sam Obae, Isabel Corthier, Denis Onen, Martin Jjumba, Pascale Vandewalle, Hanne Vandersteegen

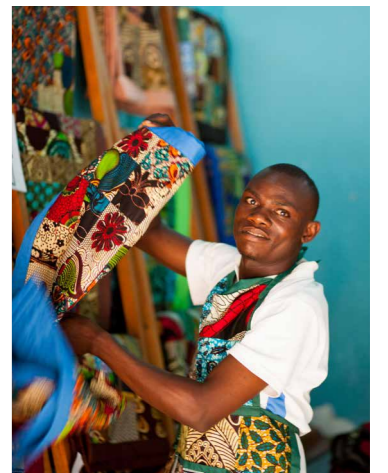
Lay-out, graphics and design: Ruben Stragier

Printing: Ephie Holdings Ltd.



Become a partner and support Trias!

We always welcome new connections and partnerships. Come and talk to us if you see that our work makes sense to you and if you see opportunities to jointly work with democratic member-based organisations of farmer and non-farmer family entrepreneurs for more inclusive and environmentally sustainable socio-economic development.



Would you like to learn more?

While waiting for our next annual report, keep up with our activities and the amazing work of our partners by following Trias on our website or social media!

Visit our website:

www.trias.ngo/en/worldwide/uganda
www.trias.ngo/en/worldwide/tanzania



► Thank you!



Eric de Backer



AGRICORD



While waiting for our next annual report, keep up with our activities and the amazing work of our partners by following Trias on social media!



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