



**TRIAS**

TURNING DREAMS INTO  
OPPORTUNITIES

**EAST  
AFRICA**

# ANNUAL REPORT 2022



**EAST AFRICA**

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## Introductory words by our Regional Director Januario Ntungwa

East Africa is still faced with a multitude of hurdles when it comes to tackling poverty, unemployment, and insufficient access to food. These challenges have been exacerbated by several crises that have been experienced at micro, macro, regional and global levels, as extensively explained in this report. There is therefore a continued need to encourage dialogue with those largely affected by all of this, so they better understand the underlying factors that affect their livelihood and they can develop strategies on how to address them.

What is clear, is that many of the smallholder farmers and entrepreneurs in the region cannot individually overcome the challenges faced. However, when they organise themselves, they will form a critical mass that can address the barriers for growth. This is the reason why Trias in East Africa continued partnering with 15 member-based organisations (MBOs) and, in 2022, included 1 national association and 4 cooperatives (in the cocoa, coffee and dairy value chains).

While we acknowledge the task ahead is enormous, we are convinced that our approaches -that put entrepreneurs and their organisations at the center- will lead to sustainable impact. As Trias, we recognize that we are only one of the many actors. That is the reason why we consider strategic partnerships as one of our key values. We continuously search for and collaborate with like-minded organisations for financial but also for technical resources to enable us to strengthen the MBOs we work with. Working together creates far-reaching results. One such example is the cooperation that we started in 2022 with Belgian companies ZOTO and Agristo in the framework of two new G-STIC funded projects in the cocoa and potato value chains in Uganda.

I encourage you to go through this annual report to catch a glimpse of our achievements in 2022, in contributing to entrepreneurialism and sustainable agriculture for MSMEs and smallholder farmers in East Africa.






**When farmers and entrepreneurs  
organise themselves, they form a  
critical mass that can address the  
barriers for growth**




# Trias East Africa 2022

## LEGEND

-  Area of operation
-  # Members
-  # Directly reached members






### TUNADO

-  Whole of Uganda
-  86,283
-  1,793




### UNFFE

-  Whole of Uganda
-  >2.5 million<sup>1</sup>
-  2000






### USSIA

-  Whole of Uganda
-  3,149
-  668



### UNYFA

-  Whole of Uganda
-  29,418
-  596





### MADFA

-  Masindi District
-  10,465
-  4,210






### MADFA SACCO

-  Masindi District
-  18,899
-  2,175



### HODFA

-  Hoima District
-  8,807
-  2,964



### HOFOKAM<sup>2</sup>

-  Hoima District
-  2,351
-  1,593





### ZODFA

-  Zombo District
-  11,862
-  2,931



### NYARAVUR SACCO

-  Zombo District
-  17,888
-  2,975





### TDC

-  Kabarole District
-  473
-  113



### KRC<sup>2</sup>

-  Kabarole District
-  N/A provides services to cooperative partners






### KAPCCO

-  Kabarole District
-  705
-  512






### BCU

-  Bundibugyo District
-  11,712
-  261



### TAHA

-  Whole of Tanzania
-  17,678
-  2,543 + 7556




### MVIWARUSHA

-  Arusha Region
-  12,498
-  7,285



### MVIWAMA

-  Manyara Region
-  8,725
-  2,925





### TCCIA ARUSHA

-  Arusha Region
-  2,238
-  2,069



### TCCIA MANYARA

-  Manyara Region
-  1,532
-  1,154




### TCCIA NATIONAL

-  Whole of Tanzania
-  31,054
-  51




### UCRT<sup>2</sup>

-  Arusha Region
-  168
-  168






### PWC

-  Arusha Region
-  10,750
-  3,997



Tanzania People & Wildlife

### TPW<sup>2</sup>

-  Arusha and Manyara Regions
-  622
-  622






### YEP<sup>2</sup>

-  Arusha Region
-  70
-  70






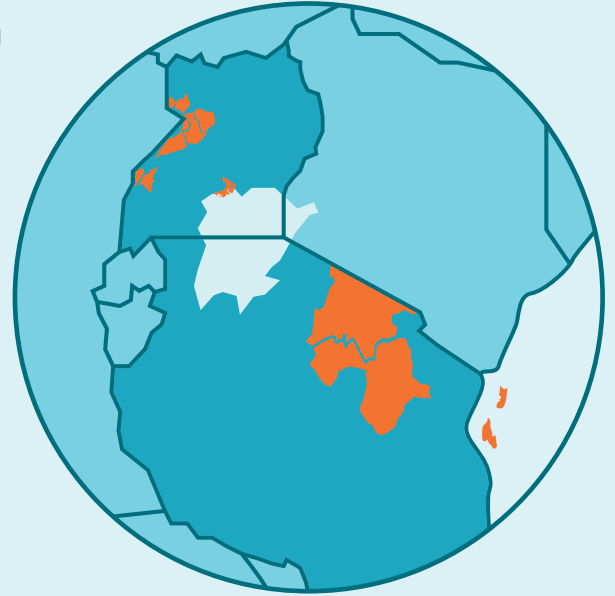
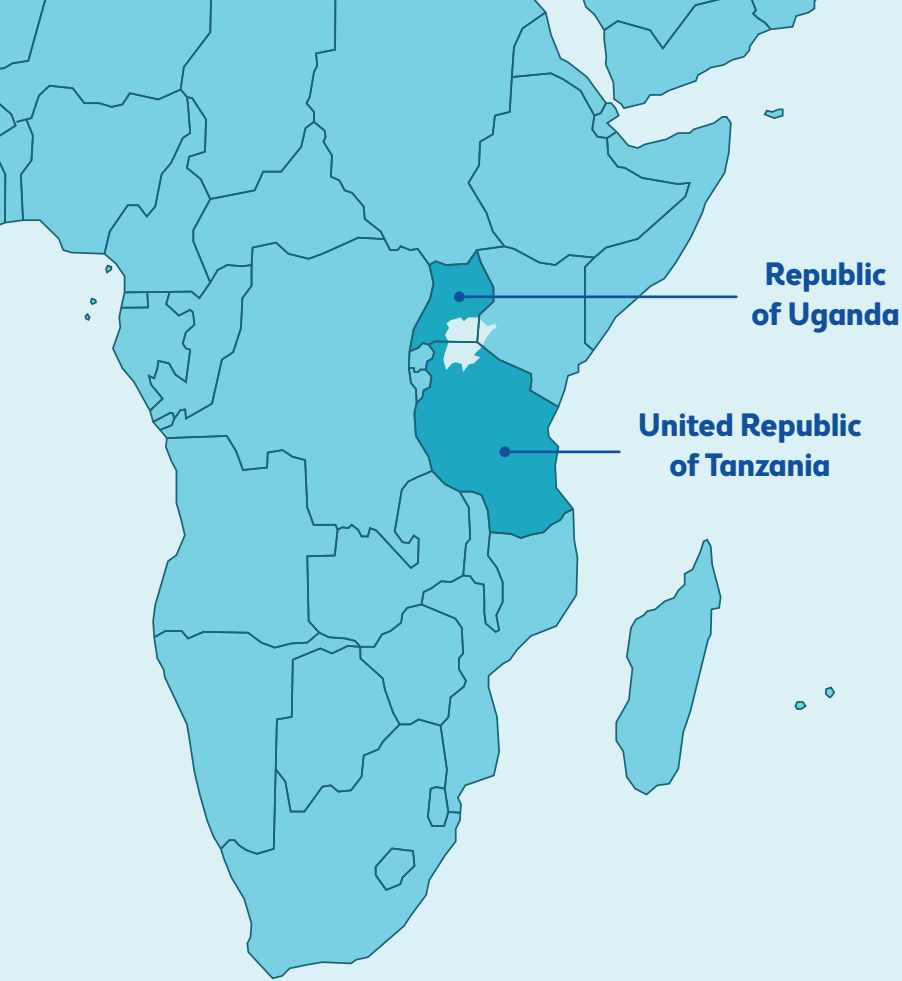
### LEAD FOUNDATION<sup>2</sup>

-  Arusha & Manyara Regions
-  1,429
-  1,429



### KITETO DAIRY COOPERATIVE

-  Manyara Region
-  150
-  500 (members and potential members)



● Regions of intervention

## An overview



**32**  
Professionals



**€ 3.52 million**  
Budget spent

**14**

Projects

Including  
3 new projects

Supported  
by 18 donors



Interventions in collaboration with:

**20** member-based  
organisations

**6** service  
providers



Reaching around

**280,000**

farmers and non-farmer family  
entrepreneur members across 2 countries

Main value chains members are engaged in:



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



Have a look at our  
corporate annual report

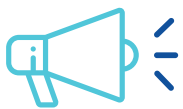
# Who we are



Trias is an international development organisation with strong roots in Belgium. Worldwide, in 16 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:

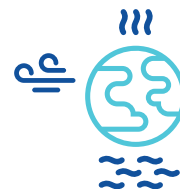
**Worldwide, in 16 countries,  
we support the realisation of  
dreams of millions of family  
farmers and small-scale  
entrepreneurs**



**BUSINESS DEVELOPMENT  
AND MARKET ACCESS**



**INCLUSION AND  
GLOBAL CITIZENSHIP**



**CLIMATE CHANGE  
AND ENVIRONMENT**



## 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





## History



**We support a total of 26 organisations to improve people's living conditions**

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 32 committed professionals. We support a total of 26 devoted organisations to improve people's living conditions and we promote greater equity and solidarity.

## Country info



United Republic of Tanzania



Republic of Uganda

Population (2021 est.)	> 61 million	> 47 million
Population <35 years (% , 2020) <sup>1</sup>	>77	>80
Population below the poverty line <sup>2</sup>	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 <sup>3</sup>	gold, tobacco, cashews, sesame seeds, refined petroleum	gold, coffee, milk, fish/fish products, tobacco

Source: data.un.org (unless mentioned otherwise)

## Did you know?

Uganda's conservation efforts start to pay off: the country now hosts steadily increasing numbers of the Eastern Mountain Gorilla, the world's largest living primate, and the world's largest community of chimpanzees. You can admire them in the Netflix series 'Chimp Empire'.



The East African region is one of the fastest-growing regions in Africa, with an average annual growth rate of around 6-7%<sup>4</sup>. The region has made progress in diversifying its economy, with a focus on agriculture, manufacturing and services.



The world's largest uncut diamond ever discovered (3,106 carat), was found in the Mwadui mine in Tanzania.

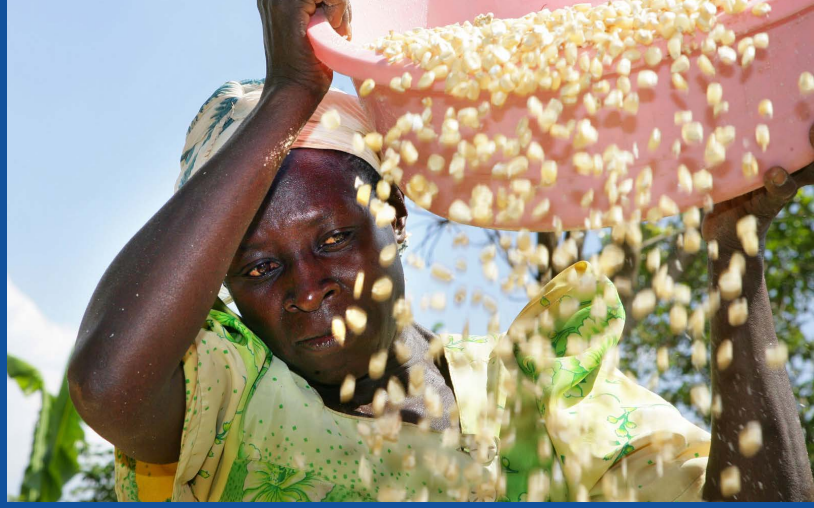
<sup>1</sup> <https://www.populationpyramid.net>

<sup>2</sup> <https://www.cia.gov/the-world-factbook>

<sup>3</sup> <https://www.cia.gov/the-world-factbook>

<sup>4</sup> 2021 figures from African Development Bank.

# ► From crisis to crisis



## INTRODUCTION

Just when people started to recover from the effects of the pandemic, a war in Ukraine shocked the world. This led to skyrocketing energy prices and high inflation, initially in Western countries. But in turn, this led to imported inflation and increased cost of living in Africa. A global village indeed!

For smallholder producers and MSMEs, this was both a curse and blessing: higher produce prices but at the same time the demand declined and the cost of living increased. For many people -especially the unorganised- the balance turned out to be negative. Those organised in member-based organisations were cushioned through support systems like an assured market, access to financial products or just general solidarity. MADFA Agribusiness, the business wing of MADFA, for example increased prices of rice offered to farmers to compensate for the increase of farm input prices.

Moreover, 2022 was marked by an Ebola outbreak in Uganda. While the death toll was relatively low (77 people), due to the tremendous experience of the Uganda government to handle epidemics, lockdown measures in some districts caused disruptions in transport of people and agricultural produce. Luckily the epidemic was officially declared over in January 2023.

However, the most impactful catastrophe is the climate crisis. While in previous years, climate change was still something abstract for many people, and not really affecting their daily lives, we clearly saw a change in 2022: it's now the farmers themselves who initiate discussions on climate change and call for interventions to adapt and mitigate.

In 2022, the Trias strategy was confirmed to be more relevant than ever: strengthening member-based organisations (as a buffer for crises) is crucial, especially with emphasis on people (the most vulnerable), planet (climate change and environment) and profit (sustainable strength to face crises).



**In 2022, the Trias strategy was confirmed to be more relevant than ever.**





► PROJECT EXAMPLE 1

## The power of becoming a member of an MBO

Throughout his life Charles Okello (57), from Zombo (Uganda) tried to start various enterprises. But low yields, uncertain cash flows and low prices were the order of the day. Life was fragile, especially in times of crisis. But then he joined Zombo District Farmers Association and Nyaravur SACCO. Through trainings, access to inputs, finance and reliable markets, he not only became a potato seed farmer but also diversified into coffee seedlings. This increased his income 10-fold. He used this income to further invest in school fees, a house, a shop, a motorcycle and a video hall. His income is now steady and diverse enough to face crisis.



“

**Many farmers in my community are still struggling like I was before. Especially those who never joined any cooperative or association.**

Charles Okello

”



► PROJECT EXAMPLE 2

## Climate change resilience: the simple way

In recent years, Maasai-land in Tanzania got the full load of climate change impact: prolonged drought and extreme rains causing livestock loss, erosion and soil degradation. In 2022, Trias started a strategic partnership with JustDiggIt, Lead Foundation, MVIWAMA, MVIWAARUSHA and PWC to work on agricultural and grazing landscape restoration and increasing farmers’ and pastoralists’ resilience to climate change. Simple, easy to implement, Farmer Managed Natural Regeneration (FMNR) techniques were introduced to conserve water and soil: half-moon water bunds, living stem (Kisiki Hai), rainwater harvesting trenches (Fanya Juu-Fanya Chini – picture) This combination of strengthening farmers organisations and capacity building in nature-based solutions are the perfect ingredients to create sustainable resilience against climate shocks.



Picture 1: Gerald Wilson Gihay, Farmer in Babati District, member of MVIWAMA, explains the practice of Rainwater harvesting trenches (Fanya Juu-Fanya Chini).  
Picture 2: Ajara Salimu Andrea, a champion farmer on land restoration in Babati District, member of MVIWAMA, explains the practice of living stem.

# ► Our international expertise



**BUSINESS DEVELOPMENT  
AND MARKET ACCESS**



**INCLUSION AND  
GLOBAL CITIZENSHIP**



**CLIMATE CHANGE  
AND ENVIRONMENT**



## BUSINESS DEVELOPMENT AND MARKET ACCESS

### A tailor-made toolbox to boost profits

Trias takes a comprehensive approach to strengthen its partners to provide better business development and market access services to their members. Besides entrepreneurship, the focus is also on leadership and microfinance, achieved through partnerships with microfinance institutions and SACCOs and support to MBOs in setting up Community Microfinance Groups (CGMs) and Village Community Banks (VICOBA). In 2022, we enhanced our entrepreneurship toolbox - a set of proven, participatory tools designed to offer customised business development assistance to our partners and their members, carefully curated to ensure effectiveness and relevance, providing practical solutions to the specific needs of our stakeholders.

One person who benefited from this capacity strengthening is Lazaro Tumbo (53) from Monduli District, Tanzania. He was unable to provide for his family's basic needs or pay for his children's education in the past. However, after joining MVIWAARUSHA and a Community Microfinance Group (CMG), he received trainings on farmers' entrepreneurship, leadership, financial and business management. This knowledge and group support, combined with different small loans, enabled him to start a goat fattening business that gradually increased between 2018 and 2022. From 10 to 30 goats, along with an almost four times increase in profit. This money was saved and re-invested in his banana business.



“

**Today, I generate more than 2,550,000 TSH per month (around 1000 euro) and steadily return loans with interest to my group. I now want to explore new opportunities to increase my sources of income even more**

Lazaro Tumbo

”



## INCLUSION AND GLOBAL CITIZENSHIP



Jovia and students in her workshop.



## Include the excluded through MBOs

While most of our partners have made considerable progress in gender mainstreaming in the previous years, in 2022, all of them have started developing or reviewing inclusivity policies and strategies. This time not only looking at gender but also other vulnerable groups like youth, refugees and people with disabilities. Through joint reflections on inclusion, mechanisms of exclusion and social injustice, we managed to raise individual conviction about the need to change. As a result, all partners committed to promote an inclusive institutional culture, pay attention to diversity in the membership, create opportunities for participation and use equity principles with regards to capacity building and provision of services to the members. Figures show that progress is being made: more than 40% of our main program's budget is allocated to activities that support the entrepreneurial competences of women, youth and underprivileged groups.

One such woman is Jovia Katushabe (38), member of USSIA in Hoima, who moved from being a passionate, but average tailor to a businesswoman. She's now a full-fledged vocational trainer, chairperson of a women's SACCO in Hoima (accessing loans from HOFOKAM) and a motivational speaker for women and youth groups who manages to recruit new members for USSIA.



**As a woman, it is very hard to rise up unless you are member of a business association like USSIA.**

**Jovia Katushabe**





## CLIMATE CHANGE AND ENVIRONMENT



Rodrick Agumira in Bundibugyo District, in the process of analysing climate adaptation options with his fellow farmers – members of Bwamba Cooperative Union.

## Building resilience: farmers decide!

After a short pilot phase in 2022, Trias East Africa started rolling out the Building Resilience-1 Tool in several projects. The tool was developed by our strategic partners FFD and Agricord and perfectly fits in the Trias toolbox where farmers and entrepreneurs take the lead in choosing and implementing evidence-based solutions. The tool strengthens the resilience of farmers in response to climate change. At the same time, it supports farmer organisations to conduct climate risk assessments amongst their members and to facilitate the adoption of local adaptation and mitigation measures.

Our environment experts trained around 70 extension staff of ZODFA, MADFA, HODFA, BCU, Nyaravur SACCO, MVIWAMA and MVIWAARUSHA after which they applied the tool with around 180 farmers. As a result, farmers identified their main climate risks and vulnerabilities (ranging from landslides, floods, hail stones to strong winds and drought) and developed adaptation plans to mitigate or adapt to the identified hazards. In 2023, these plans will be carried out and climate smart solutions will be designed and/or implemented. We specifically chose to also include our micro-finance partner, Nyaravur SACCO, because farmer-led, evidence-based climate risks analysis supports them to better assess agricultural loans and other green finance products (like agro-insurance).



**Through discussions with farmers, they started realizing that cutting trees can lead to landslides. Together we then identified solutions and drafted a plan to prevent such hazards.**

**Gerald Bagonza, Project Coordinator,  
Bwamba Cooperative Union**



**More information about the BR-I tool**



# ► Our projects in the spotlight



## ► PROJECT 1

# INC-ENT

## Towards Social Justice in Uganda, Driven by Inclusive and Sustainable Family Entrepreneurship Worldwide

### DURATION OF THE PROJECT:

January 2022 – December 2026

—

**BUDGET:** 3.7 million euro

—

**FUNDERS:** Belgian Government,  
DGD (80%) and various co-funders (20%)

—

### LOCATION:

Rwenzori and Albertine Region, Zombo  
District, Uganda

—

### IMPLEMENTING PARTNERS:

HODFA - Hoima District Farmers  
Association, MADFA - Masindi District  
Farmers Association, ZODFA - Zombo  
District Farmers Association, MADFA  
SACCO, Nyaravur SACCO, HOFOKAM,  
UNYFA - The Young Farmers' Federation  
of Uganda, USSIA - Uganda Small Scale  
Industries Association, TUNADO - The  
Uganda National Apiculture Development  
Organisation, KAPCCO - Karangura Peak  
Modern Coffee Cooperative, TDC - Tooro  
Dairy Cooperative and KRC - Kaborole  
Resource and Research Centre

This new program started in 2022. As much as it builds on the achievements of the previous 5-year phase, we expanded it to the Rwenzori Region and added some new MBO partner organisations. The general objective is to improve livelihoods, growth opportunities and resilient markets for 85,000 less privileged entrepreneurial people by strengthening the capacity of their organisations. The project's main strategies are the following: promote the participation of women, youth and economically marginalized people (inclusion), improve climate change resilience, support entrepreneurship and institutional strengthening of member-based organisations. In 2022, our partners provided services to slightly fewer than 20,000 members, with 45% being women and 33% being youth. This has already created numerous opportunities for them to have a better livelihood. Thanks to using our SPIDER tool, also Strengthening Partners in Development through Empowerment and Reflection, we already saw an improvement in our partners' capacity to understand and address inclusivity and environmental challenges in a more effective way. Also in business development and market access, some great achievements were made. For example, our new partner, the coffee cooperative KAPCCO, managed to ship 2 containers of coffee to Belgium (Efico) and 1 to Italy (Caffè River). All of that through our targeted support on the level of business development, networking and mediation.



**Belgium**

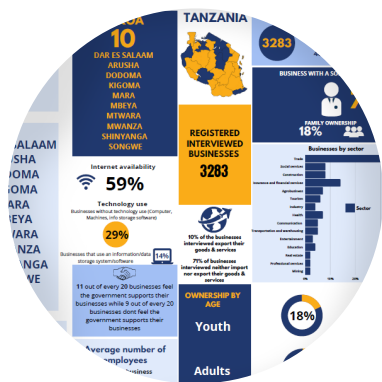
partner in development

“  
Through Trias' support, we now work  
on ensuring the sustainability of our  
cooperative as a whole. We already  
made great progress in market access,  
governance, financial management as  
well as service delivery to members.

Davis Mibiiri, manager KAPCCO

”





▶ PROJECT 2

# Building Bridges

## Evidence-based Dialogue through Participatory Research

**DURATION OF THE PROJECT:**  
January 2020 – September 2022

**BUDGET:** 556,555 euro

**FUNDERS:** European Union (90%)  
and Belgian Government (10%)

**LOCATION:**  
Tanzania

**IMPLEMENTING PARTNERS:**  
Tanzania Chamber of Commerce (TCCIA), the national level and 10 of its regional branches (Mwanza, Arusha, Dar Es Salaam, Mara, Kigoma, Dodoma, Mbeya, Songwe, Shinyanga and Mtwara)

**TARGET GROUP:**  
3000 MSMEs (micro, small and medium enterprises)

This project, concluded in 2022, aimed at improving the business environment in Tanzania through evidence-based public-private dialogue to bridge the gap between policy makers and MSMEs. Trias strengthened the Tanzania National Chamber of Commerce and 10 of its regional branches to develop and implement a unique 4-step implementation approach: identify-analyse-dialogue-communicate. Through digital tools, evidence was gathered and analysed from more than 7000 MSMEs, 5000+ professionals and 16 government institutions. Through Regional Business Councils, these findings were then discussed with the government and other stakeholders. Three major research areas were looked at: the level of trust in the business environment, participation of MSMEs in government plans and cross border trade. The research was translated into simple infographics, presentations, a documentary and policy briefs to enable stakeholders to make informed decisions for business and economic growth, better government-business relations and overall improved quality of life.

As a result of this project, TCCIA's credibility and visibility as a key private sector representative improved, as well as their research knowledge, networking capacity and use of digital tools in data collection and analysis. Moreover, this resulted in a central database to be further used and improved. Lastly, we witnessed huge successes in the improvement of fiscal governance processes and policies.



Short documentary of the project



“  
**10 of our branches were empowered to conduct participatory research using digital systems. In this way, we are now able to present our common evidence-based issues to the government.**  
”  
Nebart Mwapwele, Ag. Executive Director TCCIA



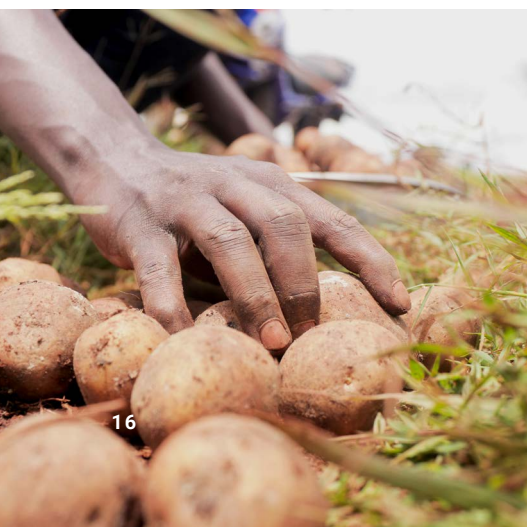
# ▶ Financial overview

Statement of comprehensive income and expenses for the year ending 31<sup>st</sup> December 2022



Tanzania	Uganda	Total	Income
2.378.306 €	987.434 €	3.365.740 €	Funds received from donors
16.635 €	36.584 €	53.219 €	Financial and other revenues
<b>2.394.941 €</b>	<b>1.024.018 €</b>	<b>3.418.959 €</b>	<b>Total Income</b>

Tanzania	Uganda	Total	Expenses Investment, functioning and personnel costs
1.427.314 €	520.787 €	1.948.101 €	Partners
861.377 €	440.319 €	1.301.696 €	Trias
171.197 €	33.786 €	204.983 €	Partners and Trias
18.400 €	46.876 €	65.276 €	Audit, evaluation and other costs
<b>2.478.288 €</b>	<b>1.041.769 €</b>	<b>3.520.057 €</b>	<b>Total Expenses</b>





# ▶ Looking forward



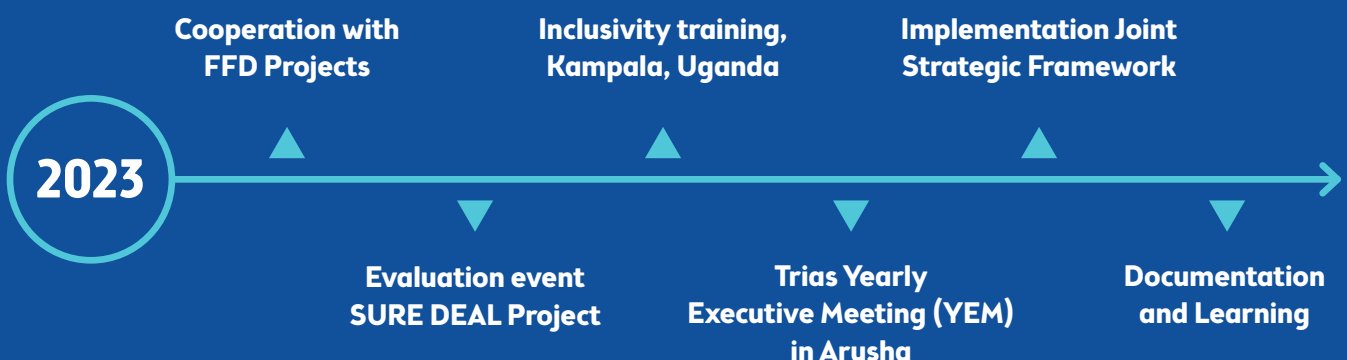
In 2023, we will continue translating our Strategic Note 2022 – 2031 into practice. We will deepen our relationship with sister organisation FFD (Forest and Food Development Finland) through Finish Government supported projects in both Uganda and Tanzania. The projects will complement Trias' efforts in addressing inclusion and climate resilience challenges at all levels (farmers, their organisations and policy levels) and will further expand the already excellent exchange of expertise between FFD and Trias. We are both learning organisations, continuously seeking new insights and developments to increase efficiency and effectiveness in our work. In the same spirit, we plan to deepen our relationship with Belgian non-governmental actors by complementing our efforts as stipulated very well in the Joint Strategic Frameworks in Tanzania and Uganda.

For the very first time, the Trias Yearly Executive meeting (YEM), bringing together the leading officers of all Trias regions worldwide, will be held outside of Belgium. Trias East Africa is proud to be the hosting region for this event in Arusha in June 2023. Apart from indoor internal meetings, delegates will have the opportunity to interact with our stakeholders in field visits and a regional learning event related to environment.

Our region was also selected to host a learning event on inclusivity. In May 2023, in Kampala, Uganda, all Trias inclusivity officers worldwide and other colleagues will be trained and exchange experiences on how to address inclusivity challenges in their work.

While we have some exciting prospects of new projects starting in 2023, some projects came to an end in 2022 or will end in the course of 2023: the EU funded projects Sure Deal (Uganda), Building Bridges (Tanzania) and the Civic Space Project with UNFFE (Uganda). For Trias, ending projects mean opportunities for learning, exchange and consolidation of experiences gained. We therefore plan to document these learnings and to shape them in recommendations for new projects. This will be done through various evaluation meetings, sharing events as well as sharing through (social) media and our website. Trias understands very well that there is no silver bullet to address the complex challenges faced by family farmers and entrepreneurs. That's why all our theories, approaches and tools aim at strengthening people to enable them to make their own, informed decisions while, at the same time, our approaches are constantly being reviewed together with stakeholders.

We are looking forward to expanding and deepening this valuable 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.



## 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](http://www.trias.ngo/en/worldwide/uganda)  
[www.trias.ngo/en/worldwide/tanzania](http://www.trias.ngo/en/worldwide/tanzania)

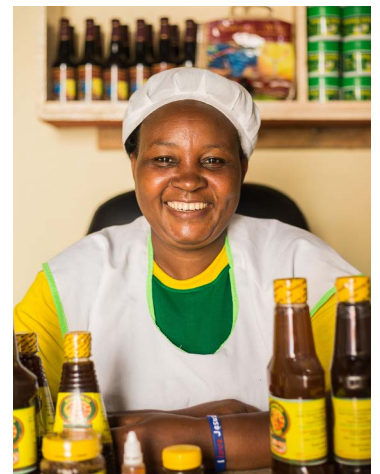
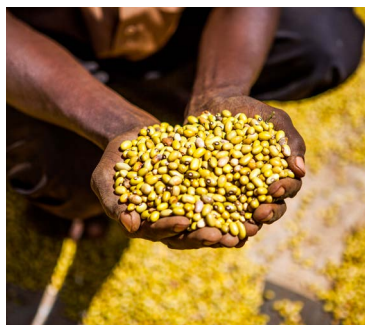


## ► Colophon

**Editors:** Peter Van Erum, Marije De Decker in cooperation with the entire Trias East Africa Team Uganda and Tanzania.

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**Lay-out, graphics and design:** Ruben Stragier



► 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!



Trias East Africa



Trias East Africa



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