ANNUAL REPORT
For the year 2016/2017

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Vice Chairperson

Ms. Emmanuella Oroma
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Mr. Tweyambe Johnas
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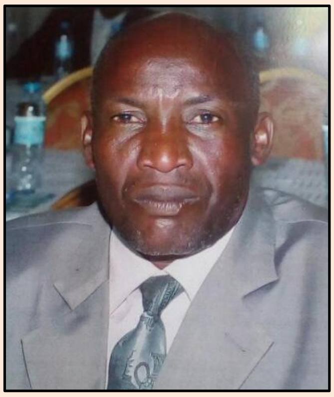


Mr. Wilson Bamwesigye
Board Member

Mr. Joseph Kitandwe
Commissioner for Cooperative Development

Chairman's Statement

Mr. Peter Kimbowa,
Chairman – UCA Board of Directors.

I take the honor to welcome you all to this 50th UCA Members' Annual General meeting. This is a special event for us as Members when we are sharing reports on the progress of our business, deliberating on issues affecting our business operations and drawing strategic agenda for implementation in the forthcoming year. I wish to commend everyone who has contributed and supported us in one way or the other most importantly our Members, UCA Board, vetting committee and Management staff headed by the General Secretary. I would like also to recognize the support and contribution we have been able to receive from different development partners including We effect, Ministry of agriculture, animal industry and fisheries (MAAIF), Ministry of finance (MFPED), IFAD, EAFF, Geneva global, VECO, USAID- Techno serve, VI-Agro-forestry, REALL for Housing company and Swiss contact which has enabled us to implement our planned activities. Your contribution and support have enabled UCA realize her vision of being a strong and vibrant umbrella organization of prosperous cooperatives with empowered members. In a special way, I would like to appreciate the government of Uganda most importantly the Ministry of Agriculture, animal industry and fisheries for the support rendered to farmers through Cooperatives and other forms of farmer organizations: UCDA, OWC, NAADS and other government agencies under MAAIF have agreed on a partnerships arrangement with UCA to provide support services to farmers so that they are able to increase productivity, aggregate their produce and have ownership and control of the value chains for increased household incomes.

Our partnership with the Community Agriculture Infrastructure Improvement Program (CAIIP), the academia and other partners will enhance farmers' access to better markets and competitive prices through improvement in rural infrastructure like feeder roads, electricity/power and Agro-processing equipment and their management by well mobilized communities leading to increased incomes and hence sustainability. Still on partnerships, a memorandum of understanding between UCA and UCDA is aimed at developing the coffee sub sector using a group/Cooperative model by mobilizing coffee farmers into collective production, bulking, value addition and collective marketing by the coffee farmers and coffee value chain actors.

In line with our legal mandate and mission, UCA was able to represent the Cooperative movement at different forums and partnerships both at national and internal level. UCA played significant role in implementing actions in advocacy aimed at strengthening Local capacity for participation in decision making, influencing policy agenda at local, national, regional and international level as well as facilitating meaningful and structured engagements and dialogue between Cooperators, decision makers and other private sector players. We were able to organize consultation meetings in regards to the Cooperative amendment bill 2016, engaged government and stakeholders on issues of the Cooperative Bank in Uganda, taxation of cooperatives and the Tier four microfinance institutions and money lenders Act 2016. As legally mandated by law, UCA played a key role in settlement of disputes within cooperatives though costly in terms of resources.

Due to the nature of our strategic plan, undertook a number of critical activities to facilitate implementation. We decided to firstly work on approach of service delivery to our members to enable them focus on institutional development. We discussed and agreed on a new approach to Cooperatives focusing on better business models aimed at generating more revenue and that of their members. We conducted capacity building to enhance the skills and knowledge of cooperators to be able to position themselves differently along the value chain through collective approach. Ultimately, cooperators will gain more strength at the market place and be able to make more profits if there is aggregation of produce because huge bulk of commodities would attract better prices, investments and better marketing systems that would enhance value addition, packaging and marketing.

Based on research studies and literature available in Uganda, a small percentage of Ugandans have access to affordable financing especially farmers and in that regard, UCA through her secretariat and with support from the ministry of finance (PROFIRA Project) implemented activities aimed at building Sustainable SACCOs that can provide easily accessible and affordable financial services to underserved communities.

We took initiatives to embrace the use of technology as transformational tools to enable cooperatives achieve our strategic goals. Market-led, User-owned ICT4Ag-enabled Information Service (MUIIS) and e-Granary technology platforms intended to achieve inclusivity of farmers as far as weather, markets, finance, insurance and market oriented Agriculture extension.

Youth involvement and empowerment was UCA's main focus and with that, we have conducted trainings of youth groups in more than 50 Sub counties covering over 10 Districts in the country aimed at strengthening the youth business associations/ groups. The training was aimed at equipping youth with better skills and knowledge through their business associations/organizations for their effective market penetration and growth.

In fulfilment of UCA mission and vision, we implemented activities aimed at building our long term sustainability either funded internally or supported by the development partners. UCA has supported development of a strategic plan for the Co-operators' Agro-processing holding company Ltd strategic, put up nursery bed investment in Nebbi district on which we have been able to supply seedlings to farmers, invested in a new housing company called Enterprise for Housing development Uganda Ltd, opening up of new shops on Nasser road on the rear block of UCA building located on plot 47/49 Nkrumah road and other consultancy services. These innovations are aimed at limiting UCA dependence on external support.

I would like to present to you this executive report on UCA that contains useful information on ourselves as UCA, the activities we have been able to undertake in building the capacity of our members and the strategic partnership we have been able to establish over the years.

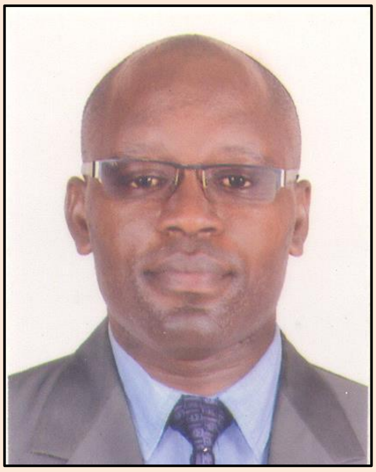
In forwarding this report to all of you I would like you to join me in appreciating my fellow Board members, UCA family, the General Secretary and his team for a great job well done. I want also to recognize the different support systems in form of experts, resource persons and development partners that have over the years supported UCA secretariat deliver to such a huge and diverse membership. To the government, thanks for providing support and space for the secretariat to function professionally.

I hope you will find it informative and an important platform in sharing information. In case you identify opportunities for collaboration with us do not hesitate to engage with us on way forward.

Thank you

Statement By Mr. Ivan Asiimwe

General Secretary
Uganda Cooperative Alliance Ltd.



It gives me great pleasure to welcome you to this 50th UCA Members' Annual General Meeting. The journey to our success has rather been a very long one characterized by many upheavals nonetheless it has borne better fruits that we are proud of and enjoying today.

UCA journey in its formative years began with a focus of "finding space" and crafting her value proposition to the Cooperative movement and key stakeholders. We were guided by strategic objectives of institutionalizing UCA that prepared a fertile ground for it to take off. UCA strategic plan focuses more on building strategic partnerships, being more relevant in the policy space, increasing membership, service delivery and strengthening the foundation of representation at different forums.

All these have been achieved with great strides because of our ability to build formal partnerships across the value chains with the government, the private sector, the academia, research institutions, Non-Governmental Organizations (NGOs), Development Partners, national, regional and international networks.

On representation, UCA has made greater achievement in engaging government on taxation of Cooperatives where finally SACCOs were granted ten years tax exemption effective 2017. More engagements with government are ongoing for the other forms of cooperatives to be exempt from taxation so that we are able to create and enjoy synergies in Cooperatives. Engagements with government and stakeholders on the issues of starting or reviving the cooperative Bank, the Cooperative amendment bill 2016 and the Tier four microfinance institutions and money lenders Act 2016 are ongoing. Our main agenda as UCA is to ensure effective laws and regulations that will spur Cooperative growth and sustainability and off course not forgetting the cooperators. The Cooperative Bank once in place will provide affordable financing to cooperators.

Still on representation, UCA was able to increase on her visibility and membership that currently represents over 3 million people in the country. During the period, UCA was able to significantly take its space "the voice of Cooperators" in the entire country and beyond and as such we were able to attract more development support to execute our strategic plan. UCA with support from the ministry of Agriculture, animal industry and fisheries (MAAIF) under ATAAS project was able to carry out profiling of farmer organizations and high-level farmer organizations across the country, identified capacity gaps and developed training materials for the farmer organizations. The Agriculture Technology and Agribusiness Advisory services (ATAAS) Project is funded by World Bank and focuses on farmer empowerment and organizational strengthening for market linkages. Because of our excellence and un comparable results on the ground, UCA was awarded a contract by the Ministry of Agriculture, Animal Industry and Fisheries under the Vegetable Oil Development Project Phase 2 (VODP2) supported by IFAD to provide technical support to farmers to grow high value Oil Seed crops including Sesame, Soy bean, Groundnuts and Sunflower in the Regions of Mbale, Lira, Gulu, Arua and palm oil producers in Kalangala area **(2017-2018)**. UCA will carry out farmer institutional development and strengthening under the oilseeds and oil palm components.

UCA signed Memoranda of understanding with key stakeholders including Uganda Coffee development Authority (UCDA), Community Agriculture Infrastructure Improvement Program (CAIIP) and the academia like Makerere University on the Africa Institute for Strategic Resource Services and Development (AFRISA) and Makerere University Business School (PROFIRA Project). In the current period, UCA is more focused on strategic pillar of building sustainability of both UCA and her members. All this will mean that UCA will work on building the current good will of members and partners to develop platform for sustainability. To this end, we have had to conduct internal evaluation of how we work so as to inculcate the entrepreneurship mind across the board right from leadership to the management staff of UCA and up to membership level. Our main target has been to turn around our resource mobilization strategy by investing in income generating activities and create wealth internally to be able to finance our operations and growth and reduce external support. To realize this dream for sustainability, UCA established nursery bed project on its land located in Nebbi district to be able to supply quality seedlings to farmers through cooperative systems. This season, we will be able to supply coffee seedlings to farmers because UCDA has approved and certified our coffee nursery bed. This program fits into government program of increasing coffee production from 4.5 million bags to 20 million bags annually by 2030. We plan to invest more resources to expand the project and be able to supply more and other seedlings however, informed by the market. UCA together with Cooperatives formed Cooperators' Agro-processing holding company limited and through which cooperators will have control and ownership of the various value chains from production to marketing and even post marketing. Our new strategic plans- implementation orientation therefore took an innovative approach where the thrust would be on strengthening the role of cooperatives in more viable value chains with the enablers being a strong entrepreneurship focus, strong focus on knowledge, institutional development, policy partnerships, women and youth involvement. We have renovated UCA building on Nkrumah road to be able to generate more revenue for UCA.

UCA embraced the use of technology as transformational tools to enable us achieve our strategic plan. Technology platforms like the Market-led, User-owned ICT4Ag-enabled Information Service (MUIIS) and e- Granary intend to achieve inclusivity of farmers as far as weather, markets, finance, insurance and market oriented Agriculture extension is concerned. We are more confident that with the new innovative partnerships we have attracted, we will be able to contribute significantly to our sustainability but most importantly making farmers strong and reliable actors along value chains. ICT will transform the use of Data in Agriculture to influence policy and investments among co-operators. More partner support is therefore needed in implementing activities aimed at building our sustainability and that of our members.

Uganda is the most youthful country in East Africa. The median age is estimated at about 16 years and about 80% of the population is below the age of 35 years ***(Uganda youth survey report August 2016).*** Based on the current population statistics, UCA strategic focus has been on youth and women involvement in the value chains. This year we conducted trainings of over 52 youth groups in more 10 districts of Uganda aimed at strengthening the youth business associations/ groups. The training was aimed at equipping the youth with skills and knowledge in business associations/organizations for their effective market penetration and growth.

We wish to extend our appreciation to our development partners including: We effect, Ministry of agriculture, animal industry and fisheries (MAAIF), Ministry of finance (MFPED), IFAD, EAFF, Geneva global, VECO, USAID-Techno serve, VI-Agro-forestry, REALL and Swiss contact whose contribution and support have enabled UCA to realize her vision.

As a closure of this statement, I take this opportunity to honour UCA Membership for their vision, the entire Cooperative movement, the government of Uganda, former Board members and the current Board and other committees, Management and entire UCA team for their great contribution.

I would like to take this opportunity to honour my predecessors: Mr. Kabuga Charles and Mr. Msemakweli Leonard whom I treasure very much for their outstanding leadership and management in steering UCA to greater heights. Their parental and professional support and guidance has enabled me to follow their footsteps to steer UCA towards prosperity. I have the pleasure to invite you to read the reports that give insight on the achievements of UCA.

I thank you all.

God bless you.

About Uganda Cooperative Alliance Ltd.

Cooperatives in Uganda date way back in 1913 where due to exploitation of farmers by the then organized middlemen of Asian origin, four farmers in the current District of Mubende in the central region of Uganda organized themselves into the first Agricultural Cooperative Kinakulya "literally meaning that we are finished if we don't wake up by working through cooperation".

In 1920, four groups in the central region also formed a big cooperative group and from that time we see cooperatives grow at a high and steady pace.

Between 1952 to early 1970"s, cooperative membership grew 8fold, Crop tonnage in major cash crops: Coffee, Tobacco, Tea and cotton increased 6fold and all these were in the hands of the cooperatives. A cooperative college was started in 1963 and cooperative Bank in 1964 with a main objective of delivering quality services to the cooperative movement that had become an engine of economic growth. By 1965, the Ugandan economy was in the hands of the cooperative movement and hence the farmers.

However, in 1970's and 1980"s, Uganda went through turmoil of civil wars which badly affected the operations of cooperatives. Cooperatives lost their Assets, stock and membership through death. The current NRM government ushered in peace in 1986 and as cooperatives were regrouping and recovering from the shock, structural adjustment programs of 1990's like economic liberalization, privatization etc. were adopted by the government of Uganda which actually exposed cooperatives to competition from multinational corporations. These economic policies too contributed to the collapse of the cooperatives. Despite all these challenges, Uganda Cooperative Alliance (UCA) Ltd has been at the fore front of revitalizing the cooperative movement and currently there are over 18,000 registered Cooperatives in Uganda.

The Role of Uganda Cooperative Alliance Ltd.

Uganda Cooperative Alliance (UCA) Ltd is an umbrella organization for all cooperatives in Uganda established in 1961. It serves as the voice of the cooperative movement both nationally and internationally. UCA also serves as the main cooperative policy advisor for the government, implements various cooperative development projects and is mandated by law to arbitrate and help settle conflicts within the cooperative movement.

VISION:

A strong and vibrant umbrella organization of prosperous cooperatives with empowered members.

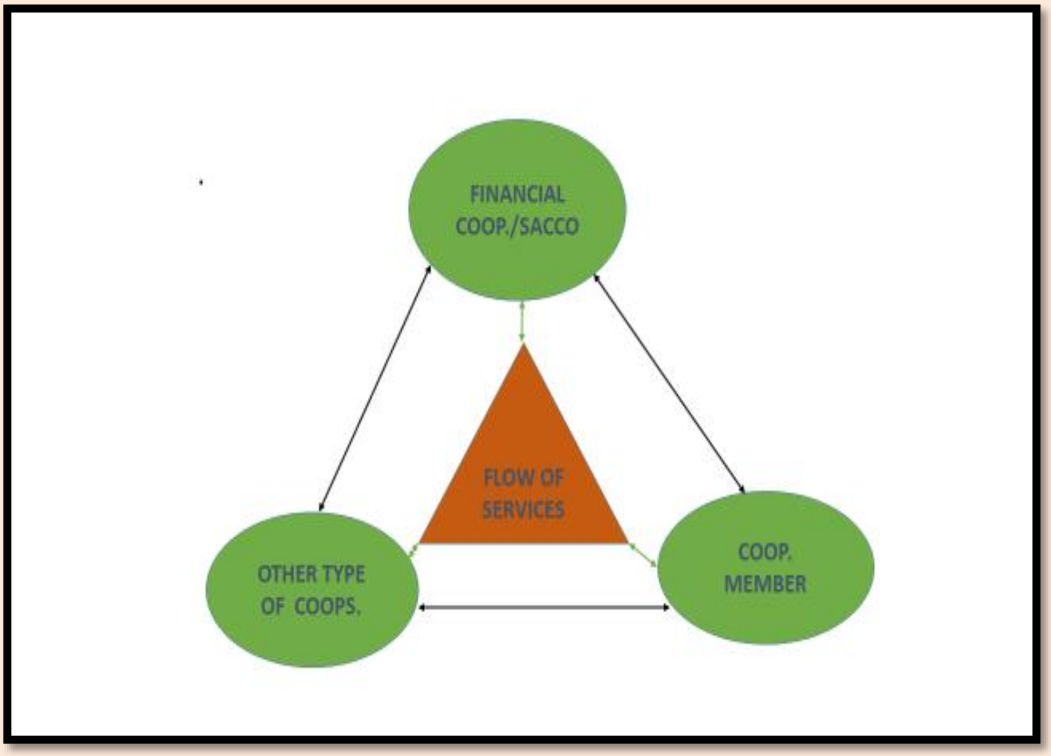
MISSION:

To provide high quality support services to cooperatives and their members on a sustainable basis.

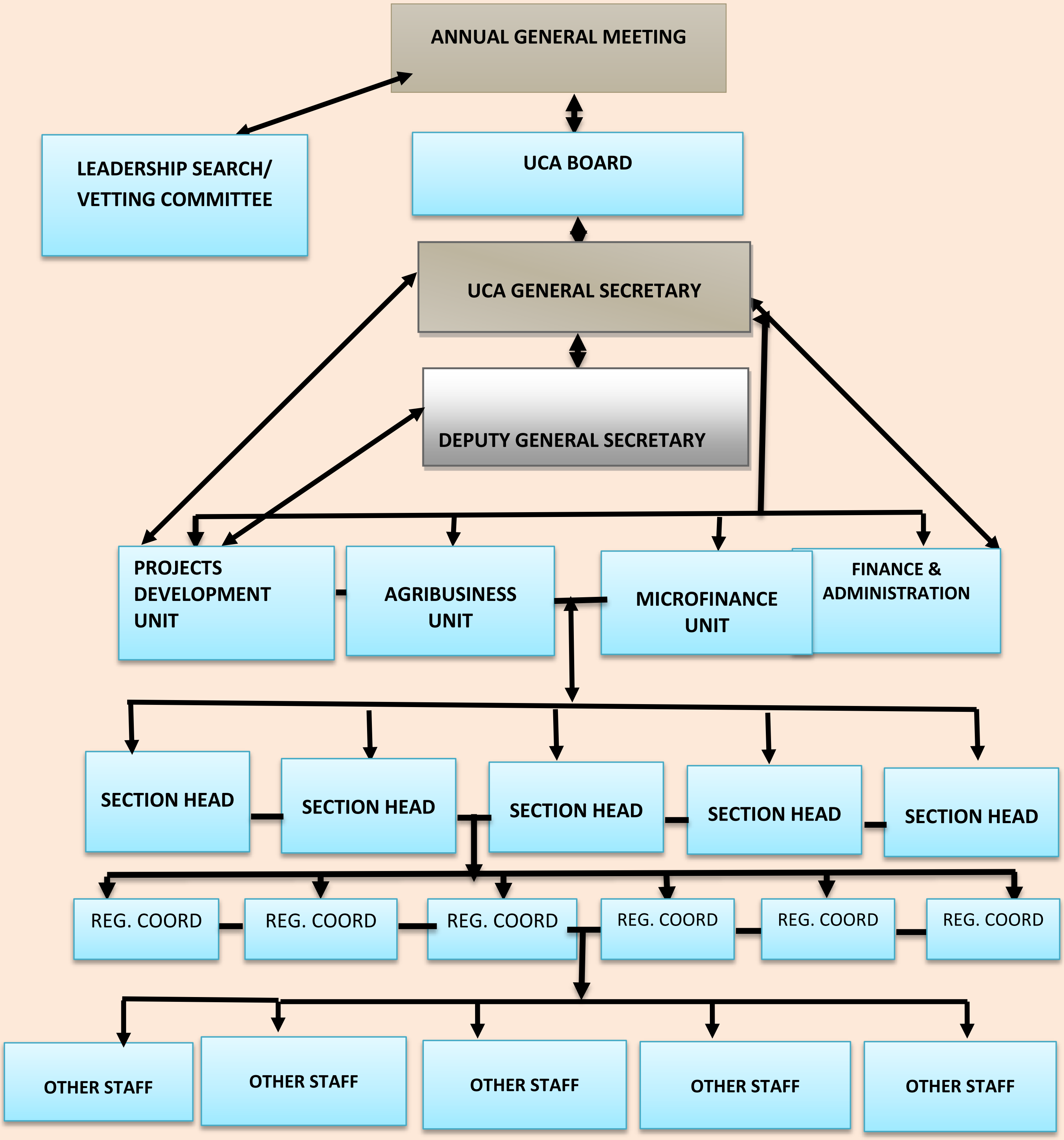
CORE VALUES:
(i) Honesty
(ii) Dedication
(iii) Transparency
(iv) Integrity

UCA'S MANDATE:
a) To advocate and represent the interests of the cooperative movement in Uganda at all levels both at national and international.
b) To carry out arbitration on disputes affecting cooperatives in Uganda as mandated by the cooperative Act.
c) To do capacity building in areas of leadership, management, business skills and management and operations of cooperatives, using the recommended cooperative principles as well as cooperative sound practices.
d) To provide advisory services to cooperatives in their business operations.
e) To mobilize resources for the cooperative movement in Uganda.
f) To do any other cooperative development work

UCA Tripartite Cooperative Model of Wealth Creation



UCA Governance and Management Structure



Role of UCA in the Revival of Cooperatives in Uganda.

1. Setting up village banks in 1990's that later became Savings and credit cooperative organizations (SACCOs).
2. Initiating the Area Cooperative Enterprise (ACE) model that gave birth to new face of cooperatives that diversified into other enterprises and off course being nearer to the farmers as opposed to old model of cooperative Unions that were far a distance from the farmers and concentrated on traditional cash crops: Coffee, Tea, Cotton and Tobacco.
3. Putting in place a Cooperative linkage model: This is a tripartite model that links a SACCO to ACE/Union and Cooperative members.
4. Supporting Cooperative formation into other sectors of the economy like transport, energy, health, services and Housing.
5. Revival of the cooperative movement which had totally collapsed in the late 1970's, 80's and early 1990's.

UCA Major Partners in Cooperative Development

In the revival and strengthening of the Cooperative movement in Uganda, UCA has closely worked with many development partners including:

1. We-Effect and Vi-Agro forestry both Swedish Cooperative support organizations
2. International fund for Agricultural development (IFAD)
3. United States Agency for International Development (USAID)
4. Canadian Cooperative Association (CCA)
5. GIZ
6. The Government of Uganda through ministries and Agencies
7. Eastern Africa farmers' federation (EAFF)
8. Geneva global: Rural community economic empowerment project

Working Relationship with the Government of Uganda and the Academia:

Basing on UCA's outstanding better performance and geographical coverage through our regional offices across the country, Ministries and other Government agencies are implementing government programs in partnership with UCA. Some of these programs include but not limited to:

i. Community Agriculture Infrastructure Improvement Program (CAIIP) that focuses on assisting farmers with storage and Agro-processing equipment for better marketing.
ii. Increased production, productivity, quality and better marketing of Coffee in Uganda. (UCA-Uganda coffee development authority MOU)
iii. Agricultural Technology and Agri-business Advisory Services(ATAAS) in carrying out profiling of farmer organizations, capacity assessment and development of training material
iv. Capacity building of SACCOs to be able to provide affordable financial services to their members: Financial inclusion in rural areas (PROFIRA)

v. UCA is working with the academia: Makerere University on the Africa Institute for Strategic Resource Services and Development (AFRISA) program that focuses on nurturing a young, healthy and productive entrepreneurial generation through transformative skills, technology, innovations, community service and Academic-Community-Public-Private Partnerships (ACP3). In addition UCA has partnered with Makerere University Business School in implementing PROFIRA program.

Strategic Direction of UCA and Cooperatives for Sustainability

1. Operationalize the Co-operators' Agro-Processing Company. This is a business company for the cooperatives
2. Increase Cooperative investments for better returns
3. Strengthen the UCA capacity building, lobby and advocacy
4. Agriculture mechanization where Cooperatives are supported to acquire machinery
5. Value addition and structured marketing by Cooperatives
6. Women and youth empowerment to engage in more lucrative economic activities

1.0 Secretariat

Strengthening Advocacy and the Voice of Cooperators.

As an Umbrella organization of Cooperatives in Uganda, UCA continue to play a significant role in implementing actions in advocacy aimed at strengthening Local capacity for participation in decision making, influencing policy agenda at local, national, regional and international level as well as facilitating meaningful and structured engagements and dialogue between farmers, Cooperators, decision makers and other private sector players. In fulfillment of our legal mandate and effective representation of Cooperatives in Uganda, UCA has successfully accomplished the following during the past year.

National Level Advocacy

a. Taxation of SACCOs and other forms of Cooperatives

At National level, UCA has been a lead actor in the campaign for the waiver of tax arrears and Tax exemption on SACCOs. Working with other stakeholders and partners, UCA was able to influence debate and discussions around the issue of taxation of SACCOs. UCA also held and facilitated several engagements involving leaders and managers of SACCOs across the country and members of Parliament on the committee on Trade, Industry and Cooperatives as well as Finance committee of parliament to ensure SACCOs are exempt from Taxes to enable them deliver affordable financial services to their Members. Because of our advocacy efforts, the Parliament of the republic of Uganda unanimously approved amendments to the Income tax act in the current National Budget granting Tax exemption on SACCOs for a period of 10 years effective 2017. This sets precedence in the History of UCA and gives a big relief to the SACCO fraternity. SACCOs are advised to take advantage of this tax relief for their growth and sustainability in addition to providing affordable financial services to their Members.

UCA is still engaging the government through different ministries, the parliament and other stakeholders lobbying them to grant tax exemption to other forms of Cooperatives like for SACCOs in order to create better Cooperative linkages and synergies. Given the nature of Cooperative business, their membership and impact on communities, cooperatives should be granted tax exemptions to be able to serve their members especially the small holder citizens if Uganda is to achieve the middle income status by 2020 and for realization of vision 2040.

b. Tier four Microfinance institutions and money lenders act 2016

UCA is an interested party regarding the close supervision and regulation of tier four Microfinance institutions including SACCOs. SACCOs provide financial services to their members and hence need close monitoring and supervision to safeguard members' deposits and ensure sustainable growth. However, their supervision and regulation should not distort their Cooperative identity, ideology and should observe the international Cooperative principles and values. Any distortion of either of these shall have negative consequences on SACCO in Uganda. UCA an Umbrella organization for Cooperatives together with other stakeholders was actively involved in the formulation of tier four Microfinance institutions and money lenders Act 2016. UCA and Cooperatives that participated in these meetings raised important issues to be incorporated in the law but instead were ignored by the drafters of this law. Cooperators went ahead and organized a meeting at UCA conference room in the presence of the parliamentary committee etc. The ministry of finance was invited but never attended nor communicated. During this meeting, Cooperators raised a number of issues to be included in the bill before presentation to parliament for approval.

These issues were submitted to the ministry of finance by UCA but instead were ignored and the ministry went ahead presented the bill to the parliament of the republic of Uganda and later to His Excellency the president and assented to. The current law therefore puts SACCOs in a tight corner regarding their operations among other things. UCA has written to the permanent secretary Ministry of finance regarding these issues but have not yet received any feedback. The ministry of finance team has invited stakeholders to finalize drafting of regulations for the tier four microfinance institutions and money lenders Act 2016.

c. Starting of the Cooperative Bank

UCA has played a significant role in the revival and re-establishment of the Cooperative Bank in Uganda. Last year on the 28th day of June 2016, UCA took lead in the presentation of 10 point petition to the Rt. Hon. Speaker of parliament. Among the ten points was a request to government to avail Cooperators a liquidation report of the defunct Cooperative Bank to enable Cooperators understand the fate of their Bank, learn from the previous mistakes as they plan to start the Cooperative Bank. UCA has written and sent a reminder to the speaker of parliament regarding the same matter. UCA in partnership with other stakeholders and partners have organized meetings and a committee set up to conduct a study on the process and requirements of starting the Cooperative Bank.

d. The Cooperative Amendment bill 2016

UCA organized and facilitated consultation meetings both at National and regional level to gather issues of the Cooperators to enrich the cooperative amendment bill that is now before parliament of Uganda. Lobby mapping and stakeholder analysis was widely done by UCA team where several meetings were conducted with many stakeholders including a meeting with the Chairperson of the parliamentary committee on Trade, Industry and cooperatives. Regional consultation meetings were held in different regions of the country and one National consultation meeting that was held in Kampala at the UCA headquarters. Through all the consultation meetings, UCA was able to gather issues of Cooperators regarding the Cooperative amendment bill before presenting it to the Parliament of the republic of Uganda. We are optimistic that the parliament will consider these issues to enable it pass a law that will empower the cooperatives and Cooperators for their growth and sustainability.

e. National Budget Advocacy

UCA has been part of the National Budget process 2017/2018 in partnership with other stakeholders including the Civil Society Budget Advocacy Group (CSBAG), USAID Feed the Future Enabling Environment Activity (EEA), Food Rights Alliance, NUCAFE among others. UCA is now a member of CSBAG and will continue to use this platform to strengthen budget advocacy in favor of farmers and cooperatives since the majority of cooperatives are producer/agricultural based. The main thrust of our budget advocacy work this year was on increased financing for agriculture and more specifically strengthening Agriculture extension. Indeed government through the budget in FY 2017/2018 has allocated funding for recruitment of more extension staff. There is also emphasis on organized farmers and groups and UCA will take advantage of this move to mobilize and strengthen the cooperative movement.

Strengthening Local Level Advocacy Capacity of Cooperators

At local levels, farmers through their Farmer organizations and Cooperatives were involved in meetings, participatory research done with the technical guidance of UCA, better stakeholder analysis and mapping done and the policy proposals/structured issue papers presented to the respective local governments to influence Local Government development plans and budgets for the year 2017/2018. This was done with financial support from USAID and the Inter Action.

a. The USAID Feed the Future Uganda Producer Organizations Activity POA

The Producer Organizations Activity Implemented by UCA in partnership with Techno Serve focuses on strengthening Local level advocacy capacity of Farmers and cooperatives in 12 district of Uganda. Through this project, UCA has built capacity of producer organizations including cooperatives in 12 districts. These POs can now engage Local Government decision makers at various levels with evidence based policy proposals. As a result of this program, cooperatives have lobbied for access roads in their communities and this has been achieved. Farmers in those communities have easy access to inputs, markets and other benefits that accrue with infrastructural development.

There has been increased effectiveness of extension services in some of the sub counties, member issues are now collected, analyzed, aggregated and presented to decision makers to influence the Local Government plans and budgets at Sub county and District levels.

b. District Farmer and Cooperatives platforms and Dialogues

Through the USAID POA activity, UCA has facilitated the formation of district platforms as alternative spaces for advocacy, dialogue and engagement between farmers and decision makers. These platforms are farmer led and the main conveners are the Local Government production departments. They have taken different names and forms depending on the local context but the main purpose is advocacy and Cooperators' participation in decision making in regard to cooperatives and farming as a business. A case in point is Bugiri District Cooperative Forum in Bugiri District. Bugiri District Cooperative platform was officially launched by the Minister of State for Cooperatives Hon. Fred. Gume Ngobi in February 2017 and since the platform has served as an alternative space and voice for the farmers and cooperatives in the district. UCA through USAID POA Project played a key role in the revival of Mubende District Farmers Association as well as in the platforms in Kasese and Kamwenge Districts.

c. Supporting Capacity for Local Level legislation

Through the USAID Feed the future funded Producer Organizations activity, UCA has supported and built capacities of POs to engage in legislative processes at local levels. Legislation has been mainly on challenges affecting farmers like counterfeit agricultural inputs, post-harvesting handling etc.

Two districts: Bugiri and Kapchorwa passed the bills in regard to counterfeit agricultural inputs and grain handling respectively awaiting approval at different stages of government in order for them to become ordinances. The same process of legislation is taking place in Jinja, Kasese, Sironko and Kamwenge where the bills have not yet passed by the district councils.

These legislations once approved into district ordinances and implemented, they will greatly contribute to a reduction in losses incurred by farmers and also boost productivity for increased household incomes of farmers.

d. Public Relations, visibility and other Engagements

This year, UCA has vigorously embarked on a campaign to improving on her visibility and public relations through the media platforms. A lot of TV and Radio talk shows have been organized across the country for many people to learn and understand the role of Cooperatives in social economic transformation. Peoples' views across the country have been listened to and noted which gives UCA a direction of planning for better service delivery to the members and also give mobilization strategies for membership and other resources.

UCA has increased its online presence with a dynamic and modern website; UCA is now on twitter, WhatsApp and face book. This act as a faster and more convenient and cost effective mode of communication and interaction with both the local and international audience. All these achievements are attributed to UCA secretariat with support from development partners like InterAction, WE-Effect, Vi- Agro-forestry, UCA secretariat and others.

UCA has also actively organized and participated in major Cooperative events like the cooperative week and cooperative symposium, Cooperative celebrations among others. Because of the above activities, UCA has increasingly gained visibility and prominence as a thought leader in the cooperative and Farmer organizing agenda.

Resource Mobilization for the Cooperative Movement

Signing Business partnerships with partners

In a bid to effectively deliver better and relevant services to the cooperative movement, UCA has signed memorandum of understanding with partners including the Uganda Coffee Development Authority (UCDA), Community Agriculture Infrastructure Improvement Program (CAIIP).

The MOU with UCDA is aimed at developing the coffee sub sector using a group/Cooperative model by mobilizing coffee farmers into collective production, bulking, value addition and collective marketing by the coffee farmers and coffee value chain actors. CAIIP main objective is to enhance farmers' access to better markets and competitive prices through improvement in rural infrastructure like feeder roads, electricity/power and Agro-processing equipment and their management by well mobilized communities leading to increased incomes.

UCA has entered Memorandum of Understanding with the academia: Makerere University on the Africa Institute for Strategic Resource Services and Development (AFRISA) program that focuses on nurturing a young, healthy and productive entrepreneurial generation through transformative skills, technology, innovations, community service and Academic-Community-Public-Private Partnerships (ACP3). In addition UCA and Makerere University Business School (MUBS) are partnering to implement the project for financial inclusion in rural areas in Uganda (PROFIRA).

Capacity Building

As part of UCA core mandate, UCA with financial and technical support from her partners has organized and facilitated trainings aimed at development and strengthening of human and institutional resources for Cooperatives to be able to deliver quality services to their members. Capacity building activities have been conducted through different approaches including Trainings, information sharing through media and publications and Consultations like coaching, facilitating, expert advice and conducting research and at different levels by training and mentoring Cooperative leaders and management staff in areas including Cooperative governance and management, Business and financial management and resource mobilization. Trainings targeting the Cooperative members have also been facilitated by UCA team.

Resolving Disputes/Arbitration Within the Cooperative Movement

As mandated by section 73 of the cooperative societies act cap 112, UCA has played a key role in the settlement of disputes within the Cooperative movement. Arbitration is a method of one of various methods that together are referred to as alternative dispute resolution (ADR).

Projects Aimed at Strengthening UCA Long Term Sustainability

During the year, UCA focused more on building her sustainability and that of her membership and other cooperatives which is in line with the international cooperative Alliance blue print "Sustainability is recognized as one of the five pillars of the

International Co-operative Alliance's (ICA) Blueprint for a Cooperative Decade, which aims to position cooperatives as builders of economic, social and environmental sustainability by 2020". To achieve this, UCA implemented activities some of which were supported by the development partners and others using her internally generated resources.

a. Implementation of the Agriculture Technology and Agribusiness Advisory Services (ATAAS) Project

Based on UCA good track record in working and supporting farmer organizations like cooperatives, the Ministry of Agriculture, Animal Industry and Fisheries through ATAAS project and UCA signed a contract to carry out needs assessment of farmer groups and high level farmer organizations and development of training materials for extension services delivery for the Agricultural technology and Agri-business Advisory services (ATAAS) project. The overall objective of the assignment was to determine the status of farmer groups and high-level farmer organizations, conduct an inventory, identify capacity gaps and develop training materials. The Agriculture Technology and Agribusiness Advisory services (ATAAS) Project of MAAIF is funded by World Bank and focuses on farmer empowerment and organizational strengthening for market linkages. The ATAAS project focuses on providing necessary support to entities whose proven core business is to support the organization of farmers into value-chain oriented member-owned businesses.

b. Vegetable Oil Development Project Phase 2 (VODP2)

Uganda Co-operative Alliance signed a contract with the Ministry of Agriculture, Animal Industry and Fisheries under the Vegetable Oil Development Project Phase 2 (VODP2) with financial support from the International Fund for Agricultural Development (IFAD) to provide technical support to farmers to grow high value Oil Seed crops including Sesame, Soy bean, Groundnuts and Sunflower and this is being implemented in the Regions of Mbale, Lira, Gulu, Arua. Farmers in Kalangala area are being supported to produce Palm Oil. Under (VODP2), UCA will carry out farmer institutional development and strengthening under the oilseeds and oil palm components.

The overall goal of the project is to contribute to sustainable poverty reduction in the project area. The development objective is to increase the domestic production of vegetable oil products to Ugandan consumers and neighboring regional markets. This will be achieved by supporting farmers to increase production of crushing material (both oil palm and oilseeds), and facilitating commercial relations with processors.

c. Nursery bed project in Nebbi District

On the 70 acres of land acquired by UCA in Ondwong Village, Paminya Lower Parish and Atego Sub-county- Padyere County in Nebbi District, a nursery bed project has been established and we have started with Coffee, Mangoes and Citrus and we hope to supply seedlings to farmers through their Cooperatives and other farmer organizations through UCDA and operation wealth creation (OWC) next season. UCA site is strategically located for business expansion in other enterprises and businesses. UCA strategic direction is full utilization of the investment by venturing into commercial farming, opening up of demonstration plots as learning centers of excellence in Agronomic practices by farmers, expanding the nursery bed project to be able to supply the needed seedlings to the farmers.

d. Cooperators' Agro-processing holding company Ltd.

UCA together with Agricultural Cooperatives started and registered an Agro-processing holding company Ltd. During the year, UCA secretariat with some financial support from the private sector foundation Uganda (PSFU) developed a five years strategic plan to enable the holding company plan and document her strategic vision and planned interventions. The Cooperators Agro-processing holding company was incorporated to address challenges of farmers and cooperatives along their enterprise value chain especially with regard to limited access to better inputs, bulking facilities, value addition and collective marketing for their growth and sustainability. Cooperators Agro-processing holding company will enable farmers through their cooperatives acquire ownership and control of the various value chains as stipulated in the strategic and business plan for their increased incomes.

e. Youth empowerment programs

During the year, UCA conducted training of over 52 youth groups in more than 50 Sub counties in over 10 Districts in the country aimed at strengthening the youth business associations/ groups under Swiss contact- u learning program. This was conducted with support from the Swiss contact. The overall objective of the training was to equip skills and knowledge to the youth business associations/organizations for their effective market penetration and growth.

Specifically the training aimed at: Creating awareness among the young people on the rationale, importance, challenges and opportunities of starting and building a strong business association/cooperative, Presenting to the youth the principles and standards for the proper governance of associations as unique member owned organizations that must both protect and serve the interests of members through sound and prudent management systems and to Provide information and further support to the young people to formally register and also connect with relevant networks for potential business opportunities. Youth empowerment strengthens the Cooperative movement and sets pace for the strength and sustainability/ continuity of the Cooperative movement.

f. Other income generating activities

In a bid to consolidate her sustainability, UCA has focused on income generating activities like design and sale of Cooperative materials like stationery and operational policies and manuals, hiring out of her Tractors to farmers through their Cooperatives for ploughing. Currently the tractor scheme is well performing and has enabled farmers to access tractor services at subsidized costs.

UCA building on plot 47/49 Nkrumah road has been renovated and five new shops opened on the rear block on Nasser road. More renovations on the building will be made to fit the demand of the Business community on both Nasser and Nkrumah roads. This will enable UCA generate more rental income.

2.0 AGRI BUSINESS UNIT (ABU)

Introduction

The key responsibility of the UCA Agribusiness Unit (ABU) is to support all co-operatives which are engaged in agro-related business service provision to their members. The unit mobilizes, sensitizes, and guides communities to form purpose-driven co-operatives and then builds the capacity of members, leaders and hired staff to manage them in a professional manner, to ensure sustainable provision of services to their members. The unit also conducts regular internal audits and supervision of member ACEs and their affiliated RPOs to ensure compliance to best co-operative management practices.

Our key focus starting with the 2016/2017 period is to guide co-operatives in strategic business growth, development and planning, so that the orientation of our members is largely towards business and inclusion of smallholder farmers in the agri-food markets. This we are doing by guiding them to develop and manage inclusive business models as well as engaging with other agricultural players to modify their business models so as to accommodate co-operatives, especially in their purchase arrangements.

Projects for the period

The following projects were on-going during the period 2016/2017;

1. Vegetable Oil Development Project – Funded by a consortium led by IFAD through MAAIF
2. Support for Farmers' Organisations in Africa – Funded by IFAD through EAFF
3. Enhancing Co-operators' Competitiveness Project – Funded by We Effect
4. Empowering Farmers in the Lake Victoria Basin Project – Funded by Vi Agro-forestry
5. Market-led User-owned ICT4AG Information Service Project (MUIIS) - Funded by consortium through EAFF
6. Rural Community Economic Empowerment Project – Funded by Global Geneva International
7. ATAAS Project Assignment – Funded by World bank through MAAIF (Short-term Assignment to profile all registered farmers' organisations, Carry out capacity assessment in Ugandan FOs and develop training materials to address the identified capacity gaps

Internal Projects

UCA Secretariat has also undertaken the following projects, using its own internally generated funds, and they are supervised under ABU;

1. Nebbi Tree Nursery project
2. Farm Mechanisation project

Upcoming Projects

We are glad to report that in addition to the already on-going projects, we have completed contract signing for the following projects, which take effect in the financial year 2017/2018;

i. DGD projects - Funded by the VECO East Africa

Detailed information on each of these projects, progress made, challenges encountered during implementation and lessons learnt are included in individual reports attached here with.

2.1 Vegetable Oil Development Project (VODP II)

Background

Uganda Co-operative Alliance signed a contract with the Ministry of Agriculture, Animal Industry and Fisheries under the Vegetable Oil Development Project Phase 2 (VODP2) with financial support from the International Fund for Agricultural Development (IFAD) to provide technical support to farmers to grow high value Oil Seed crops including Sesame, Soy bean, Groundnuts and Sunflower and this is being implemented in the Regions of Mbale, Lira, Gulu, Arua. Farmers in Kalangala area are being supported to produce Palm Oil.

In the Vegetable Oil Development Project Phase 2 (VODP2), UCA will carry out farmer institutional development and strengthening under the oilseeds and oil palm components.

- Under oilseeds component, UCA is mandated to support the formation and strengthening of oil seeds farmer secondary organizations in the targeted districts for effective delivery of services to farmers.

- Under the oil-palm component, UCA will support the development of oil palm smallholders in Kalangala by restructuring the institutional framework towards ensuring the provision of sustainable support services to oil palm growers and capacity development of involved stakeholder institutions.

Project goal

The overall goal of the project is to contribute to sustainable poverty reduction in the project area. The development objective is to increase the domestic production of vegetable oil products to Ugandan consumers and neighbouring regional markets. This will be achieved by supporting farmers to increase production of crushing material (both oil palm and oilseeds), and facilitating commercial relations with processors.

Planned Activities

Because of the good working relationship between UCA and the government of the republic of Uganda represented by the Ministry of Agriculture, Animal industry and Fisheries, UCA started project implementation together with the Project Management Unit (PMU) and by June 2017, a formal contract was signed between the two parties to continue with the implementation of the following activities:

In the oil palm component, three major activities include;

1. Providing technical support and to strengthen Kalangala Oil Palm Growers Association (KOPGA), in its existing form
2. Guide KOPGA to transform into a new entity with a structural framework as decided by oilpalm farmers in Kalangala
3. Support the newly formed oilpalm FO to formalise and build capacity to serve oilpalm growers in Kalangala.

Results of VODP support: A well maintained Oilpalm garden and focused oilseed production

Table 1: Summary of activities implemented by UCA during the period July 2016 to June 2017

Planned activities	Results/Achievements	Remarks
Oilpalm component		
Sensitisation of oil palm growers about the roles and responsibilities of the proposed KOPGA governance structures	i. Training of members and guiding them to set the minimum qualification requirements for oilpalm leaders at all levels of KOPGA structure ii. Introduced the vetting approach for members to ensure leaders are scrutinised well enough before elections, especially at block and district level iii. Facilitated general members' meetings at unit and block level, to enable members elect leaders at the respective levels. iv. Introduced a delegates system of representation for KOPGA general meeting	
Facilitate the election of new leadership at Unit, Block and District level	Oil palm growers were successfully guided into elections for new leaders at all levels.	
Orientation of newly elected leaders at unit, block and district level	Newly elected leaders at all levels of the KOPGA structure underwent induction training for them to understand their roles and responsibility in the respective positions they had elected into. The orientation improved their capacity and also enlightened their understanding of the responsibilities they have in the oilpalm business	
Facilitate an exposure visit for KOPGA leaders to learn about the different forms of FO governance and management frameworks, as they prepare to transform into another FO framework	Through the exposure visit, leaders learnt the commonest forms of institutional frameworks for farmers' organisations as a way of guiding their decision-making during selection of a governance and management framework for their new farmers' organisation	After the exposure visit, to a co-operative and farmers company (limited by guarantee) the farmers still wanted to understand the exact benefits of co-operatives as well as the difference between cooperatives and other forms of organisations. The farmers sought services of an independent consultant and an attorney was also requested for from the Solicitor General's office to provide an independent explanation for members to decide their destiny. In the end oilpalm farmer leaders chose for KOPGA to become a co-operative.
Oilseed Component		
Facilitating sensitisation and mobilisation of oilseed farmers to join Lower Level Farmers' Organisations (LLFOs) in the hubs of Arua, Lira, and Gulu	A total of 39 LLFOs managed to join Higher Level Farmers Organisations (HLFOs) as a direct result of UCA's intervention during the period, and this brought on board an increase in member beneficiaries to 8,411 households	
Building the capacity of leaders and managers in existing HLFOs in terms of governance and management system set-up.	HLFOs leaders and managers, especially in Mbale were trained in governance and supported to establish and streamline their leadership and management systems. This was done for just a few HLFOS in the hubs, to establish the magnitude of work at hand for UCA to prepare for scaling up.	

The following activities will be conducted in the inception phase, and should be completed by 30th September.

a. Hold meeting of all block leaders – to further discuss the co-operative framework and agree on a single structure. The need for this meeting arose due to the just concluded orientation of all farmers' leaders at block level, where a new suggestion for a single farmer co-operative came up, instead of multiple primary co-operatives at block level and then a second-tier co-operative at the district level. This meeting will also make suggestions for nominal share fee, number of shares, membership fees as well as number of shares required for one to be a fully registered member of the new co-operative. We will also agree on how to receive and manage these fees from farmers signing up for the co-operative.

b. Orient the new Ssesse Oil Palm Growers (SOPAG) SACCO board members who came into office after the AGM in June. Induction training was conducted by the DCO in July, but it is prudent that we have a more comprehensive training conducted by a more technical person in SACCO management to further build their capacity in playing their oversight roles in management of the SACCO. The orientation will revolve around management as well as business development and strengthening of the partnership with KOPGA and Kalangala Oil Palm Growers Trust (KOPGT) for enhanced financial service delivery to oilpalm growers.

c. Hold a joint meeting for SOPAG, KOPGA boards and KOPGT managers to discuss the linkage and operationalisation of the partnership amongst them. The leaders will discuss in detail and seek to understand the roles to be played by each of the three Farmer Organizations, which will further help to refine UCA's intervention work, to build capacity of each based on the agreed-on roles for each.

d. Guide current block leaders to conduct sensitization and mobilization of farmers to start the formal registration of the Oilpalm Growers Co-operative. During this activity, members will be guided on how to pay for membership fees and purchase shares in the co-operative. All members' concerns will also be addressed during this period. The exercise is expected to be completed by end of October.

e. Conduct Training of Trainers (ToT) for Private Service Providers (PSPs) and District Local Government (DLG) extension workers in all the hubs.

f. Conduct an assessment of all FOs being supported by the PSPs and DLGs with a purpose to support PSPs and DLGs to fully provide the needed support the FOs they have been working with ad have reached bulking and or collective marketing stage.

g. Fine tune training materials to use during capacity building of leaders and managers in the FOs, starting with a training guide for the PSP and DLG extension workers.

Lessons learnt

Farmers have the ability to make decisions capable of positively impacting their FOs, if their capacity is well built. This has been observed from Kalangala as we supported oilpalm growers since 2015, in the midst of a multitude of stakeholders, all of whom had different ideas for the farmers.

Conclusion

There is still a lot that needs to be done to build the capacity of the KOPGA in Kalangala as well as both HLFOs and LLFOs to become vibrant and provide the much needed services to the smallholder farmers to enable them increase production and productivity of vegetable oil seed crops in order to increase their incomes

2.2 EMPOWERING FARMERS IN LAKE VICTORIA BASIN PROJECT (EFVP) - MASAKA

During a five year period running from 2012-2016, UCA is implementing a project known as *'Empowering Farmers in the Lake Victoria Basin Project'.* The implementation of the project is being supported by Vi Agro forestry through the - Uganda FOA Consortium. The project benefits 8 Area Cooperative Enterprises (ACEs) 51 primary cooperative societies (also known as RPOs) which are affiliated to the 8 ACEs and over 7000 individual farmers.

Project Objectives.

The Development objective of Project will be ***"Farmers with improved livelihoods".*** Its Immediate Objectives will be:

i) To have 8 ACEs marketing their members produce on a sustainable basis.
ii) To strengthen 8 ACEs and their 49 member affiliates to be able to provide services to their members on a sustainable basis.

Achievements for the period July-December, 2017.

The results indicate that the project is beneficial to the members and is supporting their efforts to improve their livelihoods through passing on skills required for sustainable increased agricultural production and productivity as well as good governance of their institutions for better service delivery. The achievements under various components are as indicated below:

a. Organizational Development.

- Under the project, through training and mentorship on leadership one member on Malongo ACE committee was elected as board member on the board of UCA.

b. **Sustainable agriculture based on agro forestry.**

- During the period July –December 2016, Twenty eight (28) extension link farmers were trained in SALMs. These were equipped with skills to be able to train other farmers.
- Leaders and staff of five ACEs trained on resource mobilization and supported to prepare resource mobilization plans.

UCA staff with members of Kinoni youth group after sharing with them on tomato growing.

Extension link farmers showing off their training manuals after being trained in Sustainalbe Agricultural Land Use Management (SALM)practices.

c. **Farm Enterprise Development.**

- With support from the project farmers through their ACEs are being supported to bulk their produce, negotiate for better prices and market their members produce at a price higher than the open market and hence enabling their members to earn higher incomes.

Prices difference between bulked products and open market.

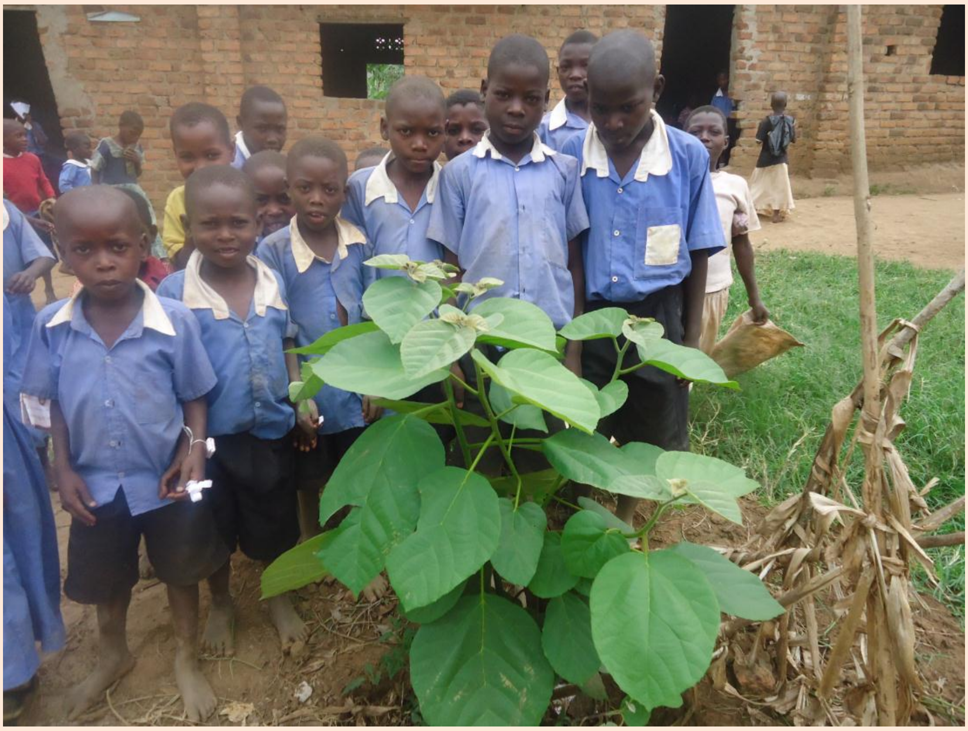
In terms of prices, bulking enabled farmers access better prices as follows:

- In Kingo and Kabonera farmers who sold their coffee through the ACE during the period January-June 2017 received shs 6000 per kilogram of FAQ while the open market price in the same period was shs 5700 per kg. During the same period in Bulo, farmers who sold their coffee through the ACE received shs 5600 per kilogram of FAQ while the open market price in the same period was shs 5500 per kg

- For all the ACEs, the prices offered at the ACEs are higher than open market prices which clearly indicate that produce bulked and sold through the ACEs fetches higher incomes for the farmers than when they sell at the open market.

Youth and Children.

- The project continued to support pupils in seven schools to acquire knowledge and skills on SALMs. A total of 1,050 pupils in seven schools were on environmental protection, and climate change adaptation.
- Six schools participating in the project were supported to establish vegetable gardens.



Children of Birinuma Primary school in Kyazanga sub county behind a tree they planted at their school.

For the one year period 2017 UCA agreed with the other FOA partners to phase out direct interface with grass root farmers and farmer groups but rather concentrate on formation and building the capacities of ACEs to be able to add value and market farmers produce.

UCA's Focus for 2017

During the year 2017 UCA is mainly focusing on three components .i.e. organizational Development, Farm Enterprise development as well as Lobby and advocacy
During the year 2017, the project phased out work with grass root farmers and primary cooperative societies but is focusing on building the capacities of its members and potential members who are secondary level cooperatives, in this case the ACEs. These in turn are expected to build the capacities of primary societies and the benefits will then trickle down to the individual cooperators.

Under the Project UCA is supporting formation of five ACEs located in the districts indicated below.

1. Kabonera - Masaka District.
2. Kingo - Lwengo District
3. Mateete - Sembabule District
4. Bulo - Butambala District
5. Kamengo - Mpigi District.

Achievements, for the period

a) **Organizational Development**.
Under this component the project is supporting strengthening of ACEs including improved democracy by supporting them to hold regular elections, put in place policies and operationalize them as well as follow their bye laws. The project is also supporting the ACEs to build the capacity of their leaders as and staffs in various fields to enable them provide better services to the members.

Under this component the project is supporting strengthening of ACEs including improved democracy by supporting them to hold regular elections, put in place policies and operationalize them as well as follow their bye laws. The project is also supporting the ACEs to build the capacity of their leaders as and staffs in various fields to enable them provide better services to the members. The following has been achieved under this component during the period under review.

- Sensitized 10 RPOs in Kammengo and Mateete on formation of ACEs

- Supported five ACEs under formation to put in place interim committees that will steer the registration process.

- Sensitized the District Farmers Associations (DFAs) leaders and staff of Sembabule, Mpigi and Masaka on formation of Area Cooperative Enterprises.
- Trained the District Farmers Association leaders and staff of Sembabule and Mpigi on Cooperative Philosophy.

- Conducted meetings to support five ACEs under formation to put in place interim committees to spearhead their registration process. This was done in Kabonera, Mateete, Kingo, Bulo and Kamengo.

- Trained leaders and staff of all the five ACEs under formation on Cooperative governance.

- Trained leaders and staff of all the five ACEs under formation on resource mobilization.

b) Farm Enterprise Development.

Under this component, the project is to support ACEs to identify priority enterprises to deal in on behalf of their members. Basing on the prioritized enterprises ACEs are to be supported to formulate business plans to guide their operations. The leaders and staff of ACEs are to be trained on bulking and marketing of members produce and also supported to put in place bulking policies. During the period April- June, 2017 the following has been achieved;

- Supported five ACEs under formation to select enterprises to deal in on behalf of their members.

- Trained leaders and staff of five DFAs on collective marketing of Agricultural produce.

- Trained leaders and staff of five ACEs under formation on collective marketing of Agricultural produce.

c) Lobby and Advocacy.

Under this component UCA will continue to participate with other FOA partners in the process of pushing for a national agro forestry strategy and also continue to participate in advocacy activities for the cooperative movement at the national level. During the period April- June, 2017, the following was achieved.

- Board members and staff of UCA participated in the National Agroforestry conference and had had input into the discussion on pushing for a National Agroforestry Strategy.

- Board members and staff of UCA participated in the National Cooperative Day celebrations

Achievements on Output indicators 2016/2017

Output	Output Indicators	Targets July-December, 2017.			Achievements July-December,2017			
		M	F	No	M	F	No	
Farmer organization Capacity Developed	Number of staff and Board members taken for exposure visits	2	2		1	1		Two project staff were taken for exposure visits to appreciate FMNR,
	Number of staff trained in resource mobilization	2	2		2	2		All four project staff were trained in resource mobilization by Vi.
Ability of farmers to improve vegetation cover enhanced.	Number of long term tree seedlings planted.			35,000			21,785	62.2% of the long term trees targeted were planted due to failure to secure tree seeds; suppliers given LPOs failed to supply some tree seed species due to scarcity in the country
	Number of meters of short term trees planted.			60,000			10,000	17% of meters of short term trees targeted were planted due to failure to secure tree seeds; suppliers given LPOs supplied a small percentage of the seeds ordered due to scarcity in the country.
	Number of Fruit tree seedlings distributed			500			500	The achievement was 100%. farmers have appreciated the benefits
Soil conservation measures are integrated in land use practices	Number of groups trained in soil conservation techniques			28			28	All targeted groups were trained.
	Number of groups trained in construction of soil erosion control structures.			28			28	
	Number of households with New erosion control structures on their farms			150			100	Some farmers are slow to adopt new technologies.
Farmers awareness on sustainable land management practices improved	Number of groups trained in soil fertility and nutrient management			20			20	All targeted groups were trained.
	Number of groups trained in tillage management			20			20	All targeted groups were trained.
Awareness created on climate change, adaptation and mitigation.	Number of farmers sensitized on climate change mitigation and adaptation	1,440	1,760		1,080	1,320		Some farmers missed the group trainings
	Number of groups trained on crop diversification							
	Number of groups trained on construction of			28			28	All targeted groups were trained.

	various types water harvesting tanks.							
Improved access and utilization of efficient energy devices	Number of groups trained on wood saving stoves			20			20	All targeted groups were trained.
	Number of wood saving stoves constructed			400			200	Some farmers are slow; others have myths about wood saving stoves.
	Number groups sensitized on the benefits of solar			20			20	All targeted groups were trained.
Enhanced capacity of farmer groups to undertake market oriented farming	Number of groups trained on enterprise selection.			20			20	All targeted groups were trained.
	Number of groups undertaking selected enterprises			20			20	All targeted groups were trained.
	Number of groups involved in collective marketing of members produce			8 ACES			5 ACEs	Some RPOs are bulking and selling on their own.
	Number of groups trained in value addition.			5			5	The groups in wine making were trained on quality improvement and marketing.
Financial services for smallholder farmers in place	Number of groups trained in saving and credit management.			40			48	New groups mobilized to form VSLAs were also trained.
	Total number of groups providing saving and credit			40			48	More groups were mobilized to form VSLAs
	Number of members in savings and credit groups	2000	2000		1800	2400		Women are more active in the VSLA groups than men.

ACE BUSINESS PERFORMANCE July 2016 -June, 2017.

2016/2017				2015/2016	
Enterprise	**Name of ACE**	**Sales value**	**Commission (ugx)**	**Sales volume**	**Commission**
	Bulo	201,504,800	-	64,605,200	
	Kabonera	595,399,100	-	105,419,200	
	Kingo	115,860,000		270,112,500	
Total-coffee		**912,763,900**		**440,136,900**	

Sales value realized from Coffee for the three ACEs was shs 912,763,900 during 2016/2017 compared to shs 440,136,900 during 2015/2016 which is an increment of 107.3%

Table 2: Comparison of Coffee Prices at ACE and Open Markets

January 2017-June 2017						
ACE	**Volume FAQ kgs**	**Ace price per Kg**	**Open market price per Kg**	**Total Sales Value**	**Commission**	**Buyer**
Kabonera	52,220	6000	5700	321,320,000	7,833,000	NUCAFE/IBELO ltd
Kingo	19,310	6000	5700	115,860,000	-----	Kibinge/Kabonera
Bulo	35,983	5600	5500	201,504,800	-----	Kasule Abdul (private buyer at)
Mateete					**……**	Support to these started, this year, they are yet to bulk members' produce
Kamengo					**….**	Support to these started, this year, they are yet to bulk members' produce
July 2016-June 2017						
Kabonera	**53,741**	**5100**	**4600**	**274,079,100**	**13,703,955**	NUCAFE/IBELO ltd

Challenges.

- In the areas where we started working this year that is Mateete and Kamengo, it was assumed that RPOs are fully functional, yet they require a lot of institutional building support before Aces can be formed.

- Coffee processing factories were closed at the beginning of the coffee season in May 2017, and this negatively affected bulking of coffee.

Lessons Learnt

- If ACEs are to be formed, strong RPOs must be in place, and the DFAs responsible for formation of RPOs need their capacity to be built before they can take on these roles.

2.3 ENHANCING COOPERATIVES COMPETITIVENESS PROJECT (ECCP)

Uganda Cooperative Alliance in partnership with We Effect is implementing a two year project (2015-2016) known as Enhancing Cooperatives' Competitiveness Project. The project is directly benefitting seven unions namely: Semuliki Cooperative Union located in Bundibugyo, Mt Rwenzori Coffee Farmers Union located in Kasese, Twezimbe Area Cooperative Enterprise located in Kyankwanzi, Uganda Crane Creameries Cooperative Union located in Mbarara, Teso Tropical Fruits Cooperative Union located in Soroti', West Acholi Cooperative Union located in Gulu and Okoro Coffee Growers' Union located in Zombo District. There are 236 Cooperative societies affiliated to the seven unions which together reach a total of 47,154 individual co-operators including 24,528 adult men, 11,325 adult women, 8,082 male youth and 3,219 female youth. Majority of individual co-operators are farmers involved in various enterprises including coffee, dairy, cotton, cocoa, maize and beans. Through their primary societies the unions work to improve production and productivity, value addition and marketing of the enterprises they deal in.

Project Objectives.

The project's development objective is "**Reduced poverty and injustice among co-operators"** while its immediate objective is "**Co-operatives delivering services required by their members sustainably".**

Project outputs

The project has three outputs namely:

i. UCA's capacity to provide services to Co-operative members enhanced.
ii. Seven (7) District co-operative unions with enhanced capacity to provide services to their members
iii. A conducive environment for cooperative development enhanced

KEY ACHIEVEMENTS ON PROJECT IMPLEMENTATION 2015/2016.

The following has been achieved during the period 2015-2016.

- Okoro Coffee Grower's Cooperative Union in West Nile has been supported to finalize their strategic plan as well as prepare their business plan for coffee.
- Twezimbe Area Cooperative Enterprise and Mt Rwenzori Coffee Farmers' Cooperative Union have been supported to review their business plans. They have also been guided on bulking and marketing of members'' produce.
- West Acholi cooperative Union (WACU) has been supported to identify a second viable enterprise and they have also been supported to put in place leadership search and vetting committee.
- With support from the project has been facilitated to hold their Special General meeting in preparation for the Annual General Meeting. During the special

general meeting they were guided to put in place a leadership search and vetting committee.

- Twezimbe ACE was supported in negotians with Uganda Development Bank regarding the loan that they have with the bank. The negotiations led to revision loan repayment terms that are more favourable to the union.
- Board members and staff of six unions were taken for study visit to share experiences with Kibinge Coffee Farmers cooperative in Masaka and Ankole coffee Producers Union in Mbarara regarding marketing of members'' produce. As a result of the experience sharing, Mt Rwenzori increased on the volumes of members' coffee marketed and Okoro coffee also embarked on marketing of Members' produce.
- Board members and staff of all the seven Unions participating in the Project were trained in Lobby and Advocacy.
- An advocacy program was developed for UCA.

Results On Project Outputs.

Project Outputs & their Indicators	**Effort-** Activities/events carried out –January-June 2016	**Outcome** (could be as a result of 2016 interventions and outcome is being realized during this reporting period)	**Comment on effects and impact**
Output 00: **UCA capacity to provide services to Co-operative members enhanced.**			
Indicator 1: UCA's Lobby and Advocacy program developed.	An advocacy strategy was developed for UCA and a program elaborated.	Unions now are in better position to carry out L&A and effort is being made to link their initiatives to the UCA agenda.	The process is still in its infancy stage and follow up will be necessary for meaningful change
Indicator2: UCA staff's co-operative institutional building capacity built	UCA staff trained on organizational capacity assessment (OCA)	Staff were able to carry out assessments of unions and identified gaps that need to be addressed	The actions agreed are yet to be carried out to address gaps identified.
Output 01: Seven (7) **District co-operative unions with enhanced capacity to provide services to their members**			
Indicator 1: 50% No. of unions with revised strategic and business plans.	Okoro was supposed to have final discussions of their strategic and business plans. Mt Rwenzori : guided the union on business plan implementation and action planning for Primary Cooperatives based on the business plan.	The final strategic and business plans are in place together with action plans for implementation	Discussions included identifying sources of funding for the business plan which was lacking in the drafts.
Indicator2: 30% Increase in volumes of co-operative unions' business operations.	West Acholi Cooperative Union was supposed to identify a second viable enterprise, meetings were held with Nile Breweries to discuss a contract for sorghum production.	Meetings to finalize contract have been scheduled.	There is a possibility of the union making some money if they invest in cleaning equipment.

Indicator3: 30%. Increase in the number of active union members	Encouraged Unions to do business (Okoro, Semuliki, Mt Rwenzori.	Okoro Coffee organized collective marketing with Kyagalanyi and bulked 17 tons and has set up a coffee nursery bed to sell and distribute among its members and new coffee farmers for future increased production. Semuliki is active actor in cocoa marketing and has registered increased membership. Semuliki has since mobilized and bulked more volumes and pushing for international trade with help of exporting unions, and is preparing to establish other member services like financial, hardware and food store for member needs.	Okoro Coffee – the marketing done gave an insight of active/committed members per society beyond project activities
Output 002: A conducive environment for co-operative development enhanced.			
Project interventions	**Activity/event undertaken**	**Outcome**	**Comment on effects and impact**
A conducive environment for co-operatives' efficient and effective governance and operations.	Meetings have been carried out with relevant authorities at various levels to inform regulatory tools affecting the cooperatives.	- The Cooperative Societies Act amendment bill is currently before the new parliament. - The TIER4 microfinance act was passed by parliament Cabinet has also passed the proposed amendments to the Cooperative Act 1991 and a public consultation process is now underway	We are eagerly waiting for parliament to start the debate on the proposed amendments The act intends to put in place the Uganda Microfinance Regulatory Authority which will oversee and strengthen the supervision of SACCOs among others.
Lobby for resources from government and other actors for the cooperative movement.	- UCA has been engaged in discussions on how to improve financing among farmers	- The government of Uganda has approved an agricultural insurance subsidy of 5 billion shillings in the next financial year. UCA has been given a slot on the subsidy management steering committee.	The subsidy has been designed in such a way that only farmers organised under formally registered farmer groups like cooperatives will access this subsidy. We hope it will go a long way in decreasing the agricultural financing costs and make it more affordable to the farmers.
Networks created with strategic partners and stakeholders	- UCA hosted the cooperative forum meeting which tried to discuss and make a follow up on the recommendations made in the last forum	- A bigger and more inclusive plan was laid on how to attract more support to the forum but more importantly on how to take up some of the recommendations made in last year's convention	The forum activities are limited because of lack of a standalone secretariat to make a follow up on the day to day operations of the forum and more importantly the funds to

			finance some of the recommendations
	- UCA together with Uhuru Institute spearheaded an exercise during which they collected in collated and prioritized issues that are vital in the performance/development of cooperatives in the country with the purpose of presenting them to the Rt. Hon. Speaker of the parliament of the Republic of Uganda	A detailed 10 point petition paper was prepared and presented to the speaker of parliament	Follow up on the final post petition work-plan to be spearheaded by UCA.

Best Practices.

- The support provided under the project is in response to the identified and expressed needs of the participating unions and their members as they were prioritized during a capacity assessment carried out for each of the unions. It therefore addresses their real problems and challenges which they must overcome in order for them to provide better services to their members.

- The unions that are participating in the project are left to do their work and are only supported to help them deliver on their mandates. This approach helps build their capacity and ensures sustainable provision of cooperative services to their members.

2.4 SUPPORT TO FARMERS' ORGANIZATIONS IN AFRICA PROGRAMME (SFOAP)

Uganda Cooperative Alliance-UCA has been implementing the Project known as "Support to Farmers' Organizations in Africa Programme-SFOAP" since April 2015 to date. The programme is being funded by European Union-EU, International Fund for Agricultural Development-IFAD, Swiss Agency for Development Cooperation-SDC and French Development Agency-AFD respectively. The support is being channeled through East Africa Framers' Federation (EAFF). The Programme overall goal is to improve the livelihoods and food security situation of African smallholder farmers and Rural Producers. The objectives are; to strengthen Farmer Organizations Institutional and Organizational capacities, to enable Farmer Organizations influence policies and priority issues at all levels, to improve Farmer Organizations' Entrepreneurial Capacities and participation in Value Chain in particularly of Cassava as well as to improve overall efficiency and effectiveness in the implementation of the Programme. The program is supporting a total of five ACEs, namely Nebbi ACE, Panyimur-Dei ACE and Wadelai-Pakwinyo ACE in West Nile sub-region, Chegere and Akoloda in Lango sub-region.

Activity implementation

During the year under review, a number of activities were conducted including Identification of lead farmers, setting up of Cassava demonstration plots and supply of high yielding Cassava planting materials in the demos, conducting training in various areas, holding consultation meetings on the District Cassava regulation 2016, carrying out member satisfaction survey, conducting exposure visits and Business to Business meeting.

Establishment of Cassava Demonstration Gardens for Learning Purpose.

In 2015, UCA supported establishment of 26 Cassava demonstration gardens by lead farmers in Nebbi District: Wadelai-Pakwinyo, Panyimur- Dei and Nebbi ACE. In 2016, with UCA support, 19 Cassava demonstration gardens were established by in Chegere and Akoloda ACEs in Lango sub-region. The process of establishing Cassava demonstration gardens started with identification of and consultation of lead farmers, verification of their gardens by Cassava experts/Agronomists from NARO-Abi-ZARDI and Ngetta-ZARDI respectively. This was followed by land preparation, supply of high yielding Cassava Planting Materials/Cuttings including NASE3, NASE14, NASE19 and NAROCAS1 and Setting up of Cassava Demonstration gardens by the identified lead farmers. UCA and the Agricultural research organizations/ NARO are closely monitoring their performance on a regular basis. Cassava demonstration gardens will provide practical skills in better Agronomic practices.

Cassava cuttings being received for distribution to the demonstration plots.

UCA Team and lead farmers during planting of a demo plots at Chegere ACE

Left to right are cassava demonstration gardens in Nebbi and Lango sub regions respectively

Capacity Building through training

During the year, a number of Trainings were conducted aimed at enhancing capacities of Farmer Organizations, Cooperative leaders, Management and general Membership in various aspects including but not limited to Cooperative Business Management, Agro-Processing and Marketing, Quality Assurance, Business Negotiations, Business planning and Management, Modern agronomics practices, record Keeping and financial literacy.

Cassava experts from Ngetta-ZARDI facilitating a training of farmers in Agronomic practices and cassava processing

Exposure visits

During the year, two exposure visits for leaders and farmers from the five ACEs were organized. The first team of thirty three (33) people from the three ACEs: Nebbi ACE, Panyimur-Dei ACE and Wadelai- Pakwinyo ACE visited Cassava center of excellence Arua- NARO Center (ABI-ZARDI) while the second team from two ACEs: Chegere and Akoloda ACE from Lango sub-region including twenty-one (21) participants that is seventeen (17) leaders and four (04) Management staff visited Panyimur Dei ACE in Nebbi District.

The main objective of the exposure visits was to learn from the center of excellence better Agronomic practices and also to see and learn from their fellow ACE Panyimur-Dei ACE how they have been able to succeed using a Cooperative Business model as they continue to strengthen their Cooperatives for the benefits of their members and the community they serve.

Leaders and management of Akoloda and Chegere ACEs during exposure visit at Panyimur-Dei ACE

Enactment of Cassava regulation

During the baseline survey and the subsequent trainings, it was discovered that Cassava value chain is faced with numerous challenges including poor farming practices, poor post-harvest handling and Cassava gardens destruction by stray animals and wild fire among other challenges. It was on this basis that implementing ACEs together with the District leadership requested to enact a law to address these challenges.

Above: *Nebbi District Councilors debating the Cassava regulation.*

Membership satisfaction survey

Membership satisfaction survey was done to clearly establish the level of cooperative member satisfaction for planning purposes. Fact findings of the survey revealed that greater achievement was realized especially in areas of production and productivity, governance, extension services, collective bulking and marketing of members' produce, financial literacy and community awareness.

However, membership satisfaction varies from ACE to ACE, with the first 3 ACEs in West Nile region which have been under the program support for the last two years recorded higher scores compared to their counterparts in Lango sub-region that have received project support for less than one year.

RESULTS/ ACHIEVEMENTS OF THE PROJECT

Increased Membership.

ACES and their member Cooperatives registered increase in membership both in West Nile and Lango sub-regions. In West Nile, membership increased from 3,252 in April 2015 to 4,518 by June 2017 while in Lango sub-region membership increased from 1,797 in August 2016 to 2,299 by June 2017.

The Nebbi district Cassava regulation was drafted and presented by the District production committee to the District Council which held discussion meeting on the

Saturday 15th June 2017 and later passed it. The passing of the Local Government (Nebbi District) Cassava Regulation 2016 is one of the key achievements of SFOAP intervention in the region and the same Law is to be customized by Pakwach District a newly created District curved out of Nebbi District.

Increased collaboration with different partners

Due to improvements in leadership and managerial skills coupled with the membership commitment and support, a number of partnerships/collaborations have been made including signing of Contracts with potential Cassava Buyers/Processors. Some of the partners of the ACEs includes:-

- Centenary Bank; Panyimur-Dei ACE was able to access a Loan from Centenary Bank of about UGX 7,000,000 following the Business to Business meeting.

- Oiko Credit has also approved the disbursement a loan facility worth Ug. shs 150,000,000 for crop financing for Panyimur- Dei ACE.

- NARO-Abi-ZARDI, US-ADF, OIKO CREDIT, CARITAS, PALLADIUM, Seed Companies and other big in-put dealers- including Equator Seed Company have signed contracts with the ACEs.

- Local Governments have committed their support especially with the legal frame work like in Nebbi District that has supported enactment of the Cassava regulation.

Table 1: INCREASED TO MARKET LINKAGES , VOLUME BULKED AND INCOME EARNED FROM 2015 TO JUNE 2017

	NO. OF BUSINESS CONTRACTS			VOLUME OF CASSAVA BULKED			INCOME EARNED		
PERIOD	2015	2016	JAN-JUN 2017	2015	2016	JAN-JUN 2017	2015	2016	JAN-JUN 2017
NEBBI	2	4	5	140 Tons	380 tons	344 tons	98 M	340 M	378.4 M
PANYIMUR-DEI	2	5	6	90 toms	360 tons	326 tons	63 M	288 M	358.6 M
WADELAI-PAKWINYO	1	2	4	115 Tons	345 Tons	305 Tons	80.5 M	276 M	335.5M

Improved service delivery to members

At the beginning of the project, it was only Nebbi ACE that had extension staff, the situation has since changed with all the ACEs currently having at least one Extension staff. Panyimur-Dei ACE is providing transport services, cleaning, grading, processing and bagging of members' produce hence leading to membership commitment and satisfaction. Wadela-Pakwinyo ACE on the other hand is providing value addition services including seed dressing and cleaning Services.



Farmers with protective gears at Panyimur -Dei



Member's produce bulked, processed and ready for sale at Panyimur –Dei ACE

Increased knowledge and skills in various areas

Many trainings in addition to other activities have been conducted under the SFOAP Project leading to enhanced capacities of Farmer organizations, leaders, management and the general membership in various aspects, e.g. knowledge in leadership and management skills acquired, improvement in recommended Agronomic practices leading to increase in productivity and as a result, the general membership has become more supportive to their Cooperatives.

Increased productivity and improved postharvest handling

The ACEs registered remarkable increase in Cassava Production and Productivity following the various trainings and application of high yielding Cassava Planting materials in particular NASE3, NASE14 and NASE19. Improvement in Cassava marketing also led to increase in members' income levels. In addition, marketing of Cassava cutting to Local Government and other NGOs supporting Agricultural activities in the areas also contributed to increased income at both individual and ACE level Wadelai-Pakwinyo, Nebbi, Panyimur –Dei ACEs earned a total of 145,550,000/= from sale of 5,822 bags of Cassava cuttings.

Table 2: INCREASED PRODUCTIVITY AND IMPROVED POST HARVEST HANDLING

ACE	YEILD PER ACRE			POST-HARVEST HANDLING		
PERIOD	2015	2015	2016	2015	2016	2017
NEBBI	7500KG/Acre	42%	18%	42%	18%	17%
PANYIMUR-DEI	6000Kg/Acre	44%	20.50%	44%	20.50%	19%
WADELAI-PAKWINYO	7,000kg/Acre	41.50%	19%	41.50%	19%	18%

Resource mobilization and business linkages and support to marketing.

Through training in resource mobilization and business linkages, two ACEs that is Wadelai and Panyimur-Dei ACEs developed proposals with UCA support and got support from ISSD and USADF (Integrated seed sector development and United States Africa Development Fund) respectively. The Support received was in form of machinery, crop finance, transport, storage etc. In addition, Panyimur-Dei got additional support from WANRECO and GIZ for a transformer, Maize hurler, Cassava and Maize processing machines. Below is the detail support received from different partners.

Table 3: Support from Integrated Seed Sector Development (ISSD) to Wadelai - Pakwinyo ACE

Details	Amount/ Value in UGX
Store/ office	30,000,000
Seed Dresser	2,500,000
Moisture meter	2,000,000
Platform scale	3,000,000
Total grants in Ug.shs	**37,500,000**

Table 4: Support from Partners to Panyimur-Dei ACE

Support from United States Africa Development Fund		SUPPORT FROMOIKO CREDIT		SUPPORT FROMGIZ AND WANRECO	
DETAILS	VALUE IN UGX	DETAILS	VALUE IN UGX	DETAILS	VALUE IN UGX
Fertilizer	135,000,000	Office/Store	18,000,000	Transformer	24,000,000
Rice Mill	97,437,000	Maize seed	7,200,000	maize huller	6,000,000
Truck-Lorry	93,000,000	Computer & software	15,700,000	Processing machine	5,800,000
2 motorcycles	24,000,000	Tapelines	3,600,000	-	-
3 computers	28,000,000	-	-	-	-
TOTAL	**377,437,000**		**44,500,000**		**35,800,000**

Above: ***Old store Housing Rice huller.*** *Below*: ***An office for Panyimur-Dei ACE***

New and modern milling machine

***Above**: New store, offices. **Below**: A Truck for Panyimur-Dei ACE*

LESSONS LEARNT

- Development Partners are attracted to working and supporting Cooperatives that are doing well like support received by Panyimur-Dei & Wadelai-Pakwinyo ACEs.
- Improvement in leadership and governance of Cooperatives can be attained as a result of continuous training of leaders and management.
- Provision of quality and diversified services is a catalyst for increased membership from within the communities.
- Member mobilization and sensitization is important in enhancing their support and commitment towards their cooperatives.
- A strong Cooperative can be a vehicle for rural transformation and poverty reduction as depicted under the project.
- There is need for capacity building for attitude change. This is depicted in the production performance table where before the project, farmers' production levels were low because of the traditional varieties but after adoption of the high yielding varieties: NASSE 14, NASSE19 and NAROCASE1, production has more than doubled.

2.5 MARKET- LED USER- OWNED ICT 4AG ENABLED INFORMATION SERVICES (MUIIS)

Market led user owned ICT4AG information service Project (MUIIS) started its implementation in Uganda in the year 2015 and it will end in 2018. A consortium project in nature (MUIIS) is being implemented by a number of partners being led by CTA Uganda. These include Alliance for a Green Revolution in Africa (AGRA), aWhere, East African Farmers' Federation (EAFF), EARS Earth Environment Monitoring (EARS), the eLEAF Competence Centre and Mercy Corps Uganda. The project focuses on working with recognized Apex body institutions which include Uganda Cooperative Alliance whose role on the project is to monitor the ACEs / MSAs to ensure profiling of 350,000 farmers is achieved before end of 2018.

MUIIS project focuses on three elements in agriculture these include:-Weather information, Agronomic Information, and access to financial services, which are drivers towards increased productivity for small holder farmers. The project is based on a demand-driven, market-led, and user owned extension and advisory service, using satellite based information services for: weather forecasting and alerts, crop management, agronomic tips and financial services - including index-based insurance to crop farmers in Uganda. While the partners within the consortium drive the project from the start, the farmers Organisations (UCA& UNFFE) are expected to own the project and provide services to their members.

The project aims to reach at least 350,000 farmers growing maize, soya bean and sesame in the regions of Central, Eastern, Northern, and Western Uganda through profiling. To reach the above number, the Uganda National Farmers Federation and the Uganda Cooperative Alliance will work through their membership organizations DFAs (District Farmers Associations) and ACEs (Area Cooperative Enterprises) to identify a focal point for MUIIS to help in profiling the farmers. These focal persons in this project are referred to as the MSAs (MUIIS Service Agents).

Activities Implemented

1. Monitoring and evaluation is an integral part of MUIIS to ensure smooth functionality of services offered as well as ensuring work is done accordingly. So far M&E is been done in the central and Northern regions (Acholi and Lango areas covering 22 ACEs, as well as 7 SACCOs under Mercy corps and AGRA. The purpose of this activity was to monitor the respective institutions ,MSAs poor performance and discussing with leaders about the project to ensure successful implementation of the project

2. Developing MoU: In order to have a proper effective implementation strategy and ownership of the project by the institutional leaders, it was inevitable to develop a partnership agreement (MOU) between the ACEs and UCA to ensure smooth running of the project implementation activities. However the process of to have

such MOU in place reasonably delayed because CTA as the head of the project delayed to confirm to other partners if provision of weather information to farmers was cleared by the meteorology Authority.

3. The regional distributor workshops. This activity took place in the 4 regions of the country and it started on the 20th, 24th, 26th and 28th April 2017. The major purpose was to create linkages between the farmers, buyers and input suppliers through the existing organized farmer based organizations (FBOs). Through this activity , the main objectives were to support farmers to:-

   - Access clean genuine seeds for increased crop yield for maize, soybean, sesame and beans Access affordable negotiated price for quality fertilizers to increase productivity at the various growth stages required by the four crops of focus
   - Access affordable and negotiated price for genuine pesticides/fungicides that can be used as preventative or curative control measures for pests and disease attacks (e.g. current outbreak of Ball Army worms).
   - Access a market for their surplus production to enable them increase household incomes
   - To ensure farmers receive quality input services, an MOU was signed between the ACEs on behalf of their members and the Input dealers as well as buyers

4. Launch of the MUIIS service bundle. After over one and a half years of thoughtful and careful preparations (MUIIS) Service Bundle was officially launched on the 8th of March 2017. The MUIIS Service Bundle consists of a series of context-specific weather alerts, agronomic tips and index-based insurance throughout the season and covers four agricultural commodities - maize, beans, sesame and soybeans. At the launch, subscriptions of the MUIIS Service Bundle were witnessed live on screens by the participants. The technical team from Ensibuuko Technologies and Mercy Corps showcased the system that included the data collection tool (ONA) and system dashboard. They also explained how farmers' data get into the MUIIS system and how profiled farmers can subscribe to the Service Bundle using a project code (*284*10#).

5. Monitoring and evaluation is an integral part of MUIIS project to ensure smooth functionality of services offered as well as ensuring work is done accordingly. M&E was conducted in the West Nile region and a total of 9 farmer institutions were visited these include 5 ACEs, 2 DFAs and 2 Marcy corpse SACCO partners. The purpose of monitoring these farmer institutions was to discuss with the leaders of the above institutions about the performance of MSAs who were selected contribute to the profiling of 350,000 before end of 2018. Each Organization was independently visited and future strategic ideas were reached for better improved performance. This took place from 18th – 27th April 2017.

6. Still under M&E, on the 11th - 17th June 2017. A team from UNFFE, UCA and EAFF travelled to the field to monitor ACEs and DFAs in the western region. The purpose of the filed visit was the same as (1) above a total of 8 ACEs, and 2 DFAs were reached. Each organization was independently visited, meeting the leadership and management of the farmer institutions to discuss more about the

implementation of the project as well as reaching strategic approaches of improved performance. (a detailed report is available)

7. Capacity Building for cooperative leaders of ACEs and DFAs on the use of ICT for data-driven agricultural businesses and field activities to operationalize the theory of the MUIIS service business took place from 3rd – 7th July 2107 at Kawanda Research Centre .The five days' workshop attracted 150 leaders representing key institutions such as ACEs and DFAs .The training was facilitated by a team from CTA Netherlands with the help of the on ground team from UCA, UNFFE and Mercy corps. The major objective of the workshop was to promote and facilitate the development of ICT-led cooperative agri-business while improving the field operational capabilities as well as monitoring and evaluation through ICTs and management consulting services.

8. On the 7th of June 2017 I attended a meeting which took place at AFFAS. The meeting aimed at discussing Development of MUIIS Knowledge Application (MUIIS-KA) specifically focusing on the Fertilizer Optimization Tool (FOT) which will be integrated within the already application being used by the MUIIS Service Agents. The major purpose of the tool is to help and enable the target population compute how to apply fertilizers on their farms as well as provide the amount of yield if an amount of money is invested in fertilizer bought. The application is under way development. (This activity is directly handled by CTA and the application is being developed by blue wave technologies)

9. As it is well documented in the project document, at the end of the project, MUIIS will remain in Uganda under the operation and management of UCA and UNFFE. Plans and strategies to affect sustainability approaches are already under way to ensure UCA and UNFFE remain with the capacity to run the project. To this end UCA is expected to handle the business arm of the project and one of the requirements UCA is expected to open up a mobile money collection account which farmers will use while paying for the MUIIS service bundle. The process to open such account has already started farmers are expected to this such account during the second farming season which due August 2017 in some regions.

10. The project developed MUIIS local adverts which run on local radio stations in different languages. Much as such adverts run, time allocated was not enough and in some regions they were not able to benefit due to language.

11. Other activities include :-

    - Following up with MTN on mobile money account opening process
    - Following up MSAs monthly payment
    - Following ACEs to ensure MSAs perform as expected
    - Responding to MSAs queries raised through the WHATSAPP platform
    - Responding to emails and phone calls regarding the implementation of the project
    - Attending to meetings through Skype call on matters regarding project implementation.

Challenges

1. Signing of the MOU between UCA and the ACEs reasonably delayed and this has affected performance and ownership of the project by the ACE leadership. The delay was due to no clear partnership between the project and the relevant ministry in regard to provision of weather information. Lack of formal partnership between UCA and the ACEs has made some ACEs become reluctant to actually take project serious.

2. According to the contract between UCA and EAFF, UCA is expected to pay MSAs from ACEs according to performance and number of forms submitted per each MSA. UCA submitted financial reports and requests to EAFF regarding MSAs payments. This communication has never been responded to up to today. This means UCA has no funds to pay MSAs in the coming months. A follow up was made to EAFF feedback is still being waited for.

3. It was a very good approach to mobilize 150 farmer leaders and managers of ACEs whose capacities were built to actually understand the methodological approaches of the project with expectation that performance will improve. A follow up through phone call was made to each ACE finding out if things were any better, findings indicate that most of MSAs who were selected earlier were not willing to surrender phones to the leadership of these ACEs and the same MSAs are not willing to work. While those who voluntarily surrendered the phones to new MSAs, do not know how to use the applications.

4. In general a big a number of MSAs are not profiling yet the project fully facilitated them with mobile phones. This has continuously affected the project performance to meet the project target. On the same note most of the MSAs are not IT literate thus find it hard to use the applications of the phone.

5. The process of opening a mobile money collection account is in process however the process is very slow. This may affect farmers who are ready to subscribe for the MUIIS service bundle for the second season.

6. There is general lack of awareness about the project. The Main goal of the project is to see farmers get profiled and subscribe for the MUIIS service products. However this is a challenge in all regions where farmers do not easily understand the methodological approach being used by the project.

7. Late payments to MSAs which resulted into some MSAs posting demoralizing messages on the WHATSAPP platform

8. Farmers who were able to subscribe for the MUIIS service bundle were not able to receive messages on time and this created some suspicion within the farmers who subscribed.

9. Some of the MSAs who were selected are chairperson who are old and unable to understand the technicality of smart phones. On the same note the product of insurance is not clearly understood by farmers.

10. Majority of MSAs who were trained did not brief the leadership and management about MUIIS project. Throughout M&E exercise in the 2 regions of North and Central, some leaders were learning of MUIIS for the first time.
11. Most of the mobile phones which were given to MSAs have a lot of technical challenges and this has therefore affected general performance of MSAs to reach out to the project target of 350,000.

12. The technical team not able to respond to MSAs complaints regarding phone issues.

13. MSAs profiling wrong data

Way Forward

1. There is need to conduct timely M&E to easy track on ground challenges for proper implementation
2. Creating awareness in communities about MUIIS service bundle is very key for the success of the project.
3. There is need to facilitate the coordinators salary
4. M&E should be immediately done in the other remaining regions
5. UCA to engage the technical team and ensure phone related challenges are addressed.
6. There is need to recruit more MSAs and ACEs if the project is to achieve its results.
7. UCA needs to make a follow up with Mercy corps and ensure farmers who subscribed receive the bundled messages.
8. All data submitted by MSAs to be verified every month before payments.
9. The project has re-strategized to sensitize farmers to subscribe in groups and to actively involve the cooperative leaders in the same process.
10. There is need to withdraw all phones from none performing MSAs and make replacement of persons who are willing to work for the MUIIS project. Recruitment should be done with the help of UCA.
11. To intensify monitoring both in the field and on ONA system.

Achievements

1. MOUs between UCA and ACEs was developed and sent to respective institutions for signing. The MOU is aimed at streamlining the effective implementation of the project.
2. Monitoring and evaluation of the project activities was successfully done in the central, western and northern region, detailed report for each region is available. The team is planning to complete M&E in the eastern region.
3. The project has so far profiled 67,000 famers out of 350,000 expected to be reached by 2018 and only 125 farmers subscribed for the MUIIS service bundle.
4. The MUIIS service bundle was officially launched thus farmers are able to conveniently subscribe
5. The implementation of the project was streamlined thus UCA and UNFFE are now responsible for a follow up of ACEs and DFAs.
6. The project organised a 5 day workshop which brought 150 leaders whose capacity was built to understand MUIIS business and approaches.
7. Project organised 4 regional workshop aimed at mapping out regional buyers, agro-input suppliers of quality in puts to farmers.

During M&E in Ogur production cooperative in Lira .

During M&E in mayuge eastern region

During the capacity building workshop in kawanda.

2.6 RURAL COMMUNITY ECONOMIC EMPOWERMENT PROJECT (RCEEP) NORTHERN UGANDA - AMURU DISTRICTS

Introduction

Uganda Cooperative Alliance Ltd signed a memorandum of understanding with Geneva Global International in 2016 to implement the Rural Community Economic Empowerment Project in the rural community school community members of Pailyec and Acwera parishes, Amuru sub-county- Amuru district n Amuru Sub-County.

Project goal
To contribute to improving household incomes in community school communities

Project purpose
To provide a sustainable holistic package of community controlled production and marketing and financial service cooperatives that improve household incomes of community members to enhance the capacity of families to meet their obligations towards the education of their children in the community schools and elsewhere.

Project specific objectives/ main activities

i. To assess of the target communities by conducting a situational analysis/study
ii. To organize five selected community school communities into cooperative organizations and build their capacity to manage their own cooperatives
iii. To guide cooperative communities through improved and increases Agricultural production, value addition and marketing for their economic benefits
iv. To promote financial inclusion, savings mobilization and access to affordable credit through savings and credit cooperative societies (SACCOs).

Implementation strategy
UCA's main task is to mobilize and guide communities around community schools to create primary cooperatives (RPOS) and Secondary cooperatives (ACEs), support them together with their members through a full package of services that includes access to finance (forming a savings and credit cooperative society/SACCO), organized production(enterprise selection, bulk inputs purchasing) and produce bulking, collective processing and marketing.

Project activities implemented

2. **Situation Analysis**

A situational analysis was conducted in July 2016 where 75 groups were identified, 68 farmer groups with total membership of 1,740 were short listed. The groups elected 30 community based facilitators amongst themselves who underwent training in community mobilization and sensitization. With the assistance of these community based facilitators, UCA has mobilized five farmer groups which have acquired legal status by registering as agricultural cooperative societies (Rural Producer Organizations) with the Registrar of Cooperative societies.

6. Training in Post-harvest Handling

75 farmers comprising of 30 Community based facilitators (CBFs) and 45 interim leaders attended training in post-harvest handling. Participants had direct interaction with members of the various farmer groups that market their crops to local and across border trade markets as below:-

Type of produce	Quantity	Price per kilo U.Shs.	Total earned U.Shs.
Soya beans	15 tons	2,000	30,000,000
Maize cereals	25 tons	1,000	25,000,000
Ordinary beans	40 tons	1,500	60,000,000
Groundnuts	70 tons	3,000	210,000,000
Rice (un hurled)	150 tons	1,000	150,000,000

Members of Kari-Kari Coop Society Being trained on postharvest handling

7. Establishment of Nursery Beds

During the period January/February 2017, UCA supported farmers to establish 15 Nursery beds (each of the 5 RPOs established 3) aimed at promoting food production, food security and boosting farmers' incomes. The enterprises promoted in these for nursery beds included cabbages, onions and tomatoes. Women and Youth were actively involved in transplanting the seedlings from the nursery beds into their gardens, weeding and tendering the horticultural crops. With better extension services and training in Agronomic practices provided by UCA, farmers realized better yield and marketed as reflected in the table below:

Enterprise	**Quantity harvested and marketed in Bags**	**Sales/unit in Ugx.**	**Amount in Ugx.**
Cabbages	200	20,000	4,000,000
Tomatoes (in baskets)	400	20,000	8,000,000
Onions	150	300,000	45,000,000

8. Internal Resource Mobilization

During the cycle January – June 2017 30 farmer groups totaling 720 (281 males + 439 females) through their Village Savings & Loan Association mobilized **Ug. Shs. 7,748,400/=** as social welfare fund and were able to save **Ug.shs 50,165,500/=** as cumulative members' savings. Out these savings, 84% (42,139,020) was loaned out to the VSLA members as loans. Still with UCA support, the VSLA will be transformed into a SACCO.

Farmers carry out financial transactions through their VSLAs that will later be registered as a SACCO

9. Setting up demonstration Plots

UCA supported farmers to set up ten (10) demonstration plots (two in each of the 5 RPOs) where farmers planted two enterprises: groundnuts (RED BEAUTY variety) and maize (Longe 10 variety). However, the season was badly hit by dry spell that destroyed especially groundnuts and hence yield. Maize was also affected by army worms which is a national disaster in many districts of Uganda. Nevertheless, there was a bit of success because of technical back stopping by UCA field/ extension services.

Demonstration plots

10. Capacity building of Cooperative leaders and farmer group leaders

UCA team conducted training of the elected interim leaders while 25 out of 30 CBFs underwent training of trainers in Cooperative governance, management and group methodology. The TOTs are currently facilitating trainings of farmer groups in different aspects of Cooperative/ group methodology, leadership, record keeping and data collection and reporting. 4 RPOs have held Members' general meetings immediately after registration to elect their substantive leaders and decide on their Businesses.

Cooperative members holding their general meetings after registration

Project achievements

- Over 750 parents whose children are studying in the rural community schools are members of the various farmer groups and have joined and registered as members of the agricultural cooperatives.

- School enrollment in 2017 registered a 50% increase from 900 pupils in 2016 to 1,350 pupils.

- The dress code of school going children has greatly improved where currently school pupils wear clean uniforms at school because their parents can now afford to buy school uniform to their children, are able to meet domestic requirements like medical care and hygiene.

- Horticultural crops like cabbages, onions and tomatoes have improved diet and nutrition at the household levels, improved on food security and increased household incomes through sale. Some cabbages and tomatoes were used to feed school pupils during lunch hours.

- Farmer groups who are involved in savings and credit under VSLAs borrow money to pay school fees and support school activities. A case in point is Acut-Yika primary school where parents meet regularly to save for supporting the school activities.

- Improvement in the quality of school structures and education because currently, parents whose incomes have been boosted through collective production and marketing using a cooperative model and with support from development partners have given both physical and financial support to the schools. This has given a new face of the schools as reflected in the photo below.

Old structures of Achit-Yika primary school

New look of Achit-Yika Primary school

2.7 UCA – PRODUCER ORGANIZATIONS ACTIVITY (POA)

Introduction

This report highlights activities implemented by UCA and progress for the period up to June 2017. UCA is a sub recipient in the implementation of POA with TNS Uganda. UCA`s mandate is on the delivery of objective three that focuses on strengthening the enabling environment for agricultural production and development through local advocacy. UCA uses the FACT methodology and over the period continued to roll out FACT approaches in the 12 districts across the four regions.

About the Activity/Project

The Producer Organizations Activity Implemented by Techno Serve in Partnership with UCA focuses on strengthening Local level advocacy capacity of Farmers and cooperatives in 12 district of Uganda. The project seeks to build local level advocacy capacity of POs to strengthen the enabling environment for agricultural production and marketing.

The strategic approach of the Activity focuses on secondary Producer Organizations (POs) as critical change leaders in equipping member POs with the skills, knowledge, and linkages *needed* to mature and develop into sustainable businesses that meet the demands of their farmers by focusing on three objectives:

1. Assisting POs to operate as viable business entities, as buyers of improved inputs and reliable suppliers in the coffee, maize, and beans value chains;

2. Assisting POs to provide demand-driven services to meet evolving member needs, including more broadly representing the interests and concerns of women and youth; and

3. Strengthening the enabling environment for agricultural development through Local advocacy.

Under the activity partnership, UCA leads on objective three which looks at creating an enabling environment for POs and is directly responsible for its delivery. As part of the delivery, UCA intends to Work with the POs to identify agricultural related issues and influence duty bearers and decision makers.

Through this project, UCA has built capacity of producer organizations including cooperatives in 12 districts using the FACT methodology. These POs can now engage LG decision makers at various levels with evidence and in a structured way. As a result of this project cooperatives have lobbied for roads to be opened in their communities to ease access to farmers, there has been increased effectiveness of extension services in some of the sub counties, member issues are now collected, analyzed, aggregated and presented to decision makers to influence the LG plans and budgets at Sub county and District levels.

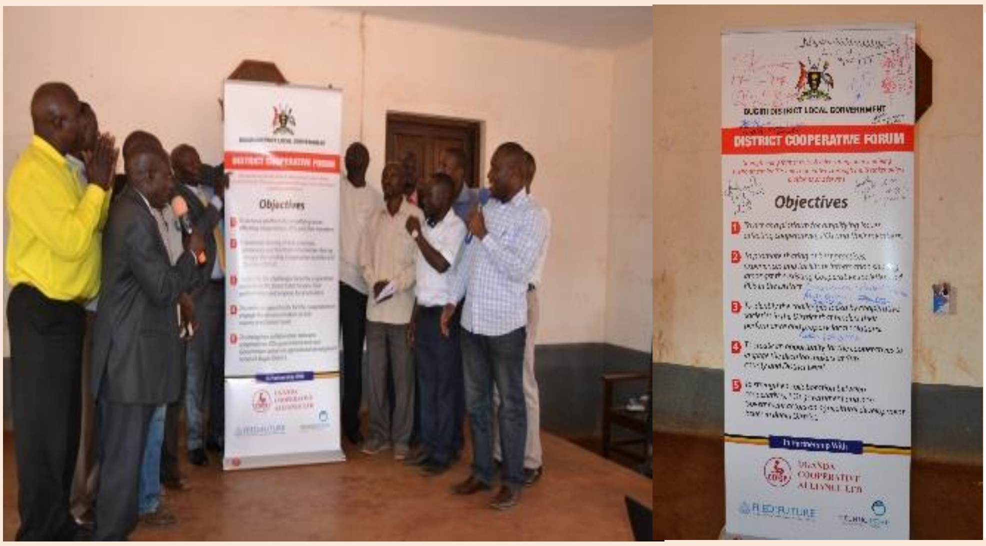
In the same period, UCA supported secondary POs to cascade FACT approaches by facilitating RPOs to organize sub county level meetings and engagements to lobby LGs at that level. POs continued to demonstrate confidence and a degree of empowerment that enabled them to engage LGs on key issues affecting them. During the year, UCA also continued conversations with in the POs in regard to youth involvement and participation. Youth leaders from district and sub county level were supported to facilitate youth focused agricultural advocacy work. Having spent the greater part of the first half of the project on training POs, supporting them to do advocacy stakeholder maps, identify and profile their issues and to present them, focus has been and will continue to follow up, facilitate structured and unstructured dialogues and engagement between POs and decision makers on key identified issues.

Key activities implemented in the reporting period

Formation/Activation District Farmer & Cooperative platforms

Through the USAID POA activity UCA has facilitated the formation of district platforms as alternative spaces for advocacy, dialogue and engagement between farmers and decision makers. These platforms are farmer led and the main conveners are the LG production staff. They have taken different names and forms depending on the local context but the main purpose is advocacy and citizen participation in decision making in regard to cooperatives and farming as a business.

In Bugiri it is called the District Cooperative Forum while in other districts it has taken other descriptions. The platform in Bugiri was officially launched by the Minister of State for Cooperatives Hon. Gume Ngobi in February 2017. The platform has



The Minister of Trade and Cooperatives during the Launch of the Cooperative Forum in Bugiri

"This is the first of its kind in the whole country, am going to ensure that it is replicated in the other districts of the country…." As told by the Hon minister. ***Ngobi Gume during the launch of the Cooperative forum in Bugiri.***

continued to be an alternative space and voice for the farmers and cooperatives in the district. UCA through POA has also catalyzed the revival of the Mubende District Farmers Association as an advocacy platform and space for farmers and cooperators in the agricultural sector to engage the decision makers in a structured and organized way. Similar platforms have been activated in Kasese and Kamwenge District with the support of the USAID POA project.

District stakeholder Dialogues

As a strategy for facilitating structured engagement and interaction between POs and Local Government decision makers, UCA POA organized a series of district dialogues in Masaka, Mubende, Kasese, Kamwenge and Bugiri. These dialogues served as spaces for POs to present and discuss issues affecting their operating environment with the decision makers. As a result PO issues were taken up for consideration in to LG plans and budgets in Kamwenge, Kasese, Bugiri, Sironko, Kapchorwa, Mubende among others. These included access roads, renovation of irrigation channels, recruitment of extension workers among others.

Training members/partners of the Masaka Innovation Platform in Advocacy under POA

Supporting Capacity for Local Level legislation

Through the USAID Feed the future funded Producer Organizations Activity, UCA was able to support capacity and facilitate capacity development for POs to engage on issues of legislation at local level. Legislation was mainly in regard to challenges that farmers are facing in regard to counterfeit agricultural inputs. As a result, two district were able to discuss and pass bills related to counterfeit agricultural inputs and one on grain handling. This happened in Bugiri and Kapchorwa. In Jinja, Kasese, Sironko and Kamwenge the bills are at different levels but have not reached the approval stage. The passed bills will now be presented to solicitor general to check for consistency with the constitution and other laws before they become enforceable ordinances. These legislations once approved and implemented will greatly contribute to a reduction in losses incurred by farmers and also boost productivity because of genuine inputs on market and proper post harvest handling practices.

''…Am happy our district is trying to come up with an ordinance on counterfeit, this has been very serious and most people have been faked with fake seeds, hopefully with this ,we shall have high yields.." Mutenyi Simon-TAABU Cooperative

"…I must say ,this has been a great challenge for the district and for sure ,we had failed to have even draft ordinance in place, Thanks to Feed the Future for your continuous support to the District" **Chelegant, ACAO Kapchorwa.**

Facilitating Farmer and Cooperators Participation to influence LG Plans & Budgets

One of the key aspects that POA focuses on is ensuring the voices, priorities and aspirations of producer organizations are heard and reflected in the LG decision making structures. During the course of the year a number of POs were supported using the facilitative FACT model to mobilize, organize aggregate issues based on evidence, document them and present them to the stakeholders. As a result the POA supported POs were able to influence LGs and had their priorities not only reflected in plans but also implemented. In Lira Nyekorach PO was able to influence the opening of a community access road, a similar achievement was registered in Kapchorwa by Kaserem ACE, in Mubende by Myanzi ACE among others. In Kasese one of the POs was able to lobby for a renovation of an irrigation channel while in Kasese with Rugendabara POA supported the advocacy efforts for a transition from an exploitative power tariff to a more affordable one.

"……Some of these roads were in the sub county 2016/2017 plan and budget and nothing had been done yet, hadn't we followed up on them, we wouldn't have them worked on, I didn't know that these people need pushing, I will always demand for what belongs to us .Thanks to Techno-Serve/UCA under the POA project, You have indeed built our capacities in lobby and advocacy, which we never thought was part of the farmers. The Farmers will now freely move and enhance on their farming business! ***Mr. Isa Kamonges, Chairperson –Kaserem ACE***

CHALLENGES

- Slow processes in LGs that are outside the control and influence of the project team that delay decisions
- Poor documentation of processes by POs
- The absence of financial incentives for LG staff hinders their full participation and involvement

CONCLUSION

The appreciation of advocacy and the FACT methodology has increased among POs. In this period we saw more Secondary POs apply and cascade FACT approaches to the RPOs, the number of engagements are increasing as we go along while the level of assertiveness in the POs has increased and all this can be attributed to the FACT methodology that takes an empowerment approach for POs to engage those in positions of responsibility. The engagements and field support by the advocacy advisors need to continue to enable sustained engagements, empowerment and influence of the farmers on decision makers for an improved enabling environment for agriculture.

3.0 MICROFINANCE UNIT

3.1 Project for Financial Inclusion in Rural Areas (PROFIRA) - Consortium Assignment

Project Background

The Government of Uganda (GoU) and the International Fund for Agricultural Development (IFAD) jointly designed the Project for Financial Inclusion in Rural Areas. The implementation of this development project is majorly supported by an IFAD loan of around USD 30 million and grant of USD 6 million from GoU. A Project Management Unit (PMU) under the Ministry of Finance, Planning and Economic Development (MFPED) is administering the project.

Project Objectives and Relevance

Overall, PROFIRA seeks to increase income, improve food security and reduce vulnerability in rural areas. The project's development objective is to substantially increase access to and use of financial services by the rural poor population.

The objective of this assignment is to enhance the sustainability of SACCOs by building their capacities to self-govern, mobilize members and capital, manage their operations and finances, serve their members with appropriate training and products, and plan strategically. This will be accomplished through training in seven (7) key areas and technical assistance.

Targeted Outreach and Coverage

Though in the contract for UCA consortium was designed on 73 SACCO, 74 SACCOs were agreed on during SACCO allocation and we were required to handle a total 74 SACCOs in Western Uganda, in districts of Kasese, Bushenyi, Rubirizi, Mitooma, Buhweju, Ntungamo, Kanungu, Rukungiri, Kabarole, Mbarara, Kisoro, Kabale and Isingiro.

OVERALL IMPLEMENTATION STATUS

1. **Quarter One:**
   a. Preparation of Inception Report and profiling of the Consortium documents.
   b. Conducting Training Needs Assessment (TNA) and collecting SACCO data for monitoring and evaluation (M&E) purposes.
   c. Preparation of draft training materials for Financial Literacy and Deposit Mobilization, Financial Management, and SACCO Governance, including Checklists, Reporting Tools and Evaluation Forms.
   d. Orientation of Trainers and Formation of Training Teams.

e. Deployment of trainers for conducting Financial Literacy and Deposit Mobilization (onsite) and Financial Management (residential) training.

2. Quarter Two:

a. Completed the development of training materials for Financial Literacy and Deposit Mobilization, and Financial Management. These included a Training Curriculum and Session Plan for each training area, Checklists, Reporting Tools and Evaluation Forms.
b. Continued with the development of training materials for SACCO Governance.
c. Conducted on-site training in Financial Literacy and Deposit Mobilization for 25 SACCOs in Bushenyi and Ntungamo clusters.
d. Conducted residential training in Financial Management for 28 SACCOs in Mbarara and Kabale clusters.

Quarter Three:

a. Completed the development of training materials for Savings and other product Development and Strategic planning. These included a Training manuals and guides, training hand out and Session Plan for each training area, Checklists, Reporting Tools and Evaluation Forms.
b. Conducted residential training in Financial Management for 49 SACCOs from Kasese, Ntungamo, Kanungu and Bushenyi clusters.
c. Held a planning meeting in Mbarara with DCOs, SACCO managers and trainers. The meeting with DCOs and trainers discussed issues of working in harmony to achieve a common objective, good collaboration on accessing reports and information to and from SACCOs and agreed on SACCO replacements.
d. Conducted technical assistance and collecting reports from the 64 SACCOs.
e. Identifying and suggesting 18 SACCOs for replacements, and conducting Training Needs Assessment/fields visit for their verification and recommendation to PMU

Quarter Four:

a. Conducted residential trainings in Strategic planning for 30 SACCOs from Kabale, Ntungamo, and Kanungu clusters.
b. Conducted residential trainings in Savings and other Product development for 60 SACCOs in Ntungamo, Mbarara, Kasese and Bushenyi clusters.
c. Held a planning meeting in Mbarara with DCOs, SACCO managers and trainers. The meeting with DCOs and trainers discussed issues of working in harmony to achieve a common objective, good collaboration on accessing reports and information to and from SACCOs and agreed on SACCO replacements.
d. Provided technical assistance and collecting reports from the 74 SACCOs. Identifying and suggesting SACCOs for replacements, and conducting Training Needs Assessment/fields visit for their verification and recommendation to PMU.

Photographs for the Savings and other Product Development training in western Uganda, Mbarara District

ACHIEVEMENTS:

Levels of achievements in relation to the planned in Quarter 1 to 4 of year one and plans for Year 2 Q1 and Q2

Training Module	Planned for year one as per te contract	Actual implemented in relation to the contract	Divergence from the contact	Planned for year 2 Q1 and Q2 (After concluding)
Training needs Assessment	74	74	+1	0
Savings and other product development	60	61	0	13
Financial Management	73	74	+1	0
Strategic Planning	30	30	0	43
SACCO Governance	0	0	0	73
Business skills development	0	0	0	73
Financial Literacy and deposit mobilization	25	25	0	48
Technical assistance and mentorship	73	74	+1	74

No.	Interventions/Activities and Set Targets	Output Level Performance Indicators on a Quarterly Basis	Outcome Level Performance Indicators on a semi-annual/ annual basis
1	SACCO Governance *(Activity not Planned for in Year one)*	*No SACCO boards trained but SACCO mentorship or technical assistance has been provided continuously*	**Professional Board** *The mean % of female Board members as at the end of year one is 34% (Appendix 3)* *78% of the SACCOs have held Board Meetings once, 19% have held Board Meetings 6times and 3% have held the meetings three times in the last 6 months (see Appendix 5)*
2	Financial Literacy and Deposit Mobilization **Target:** - Training Curriculum and Session Plan in place and in use - 25 SACCOs trained in Financial Literacy and Deposit Mobilisation - 90 leaders and members per SACCO attended the training a total of (2,250 participants)	2,667 SACCO members from 24 SACCOs were trained - Final copies of Training Curriculum and Session Plan for Financial Literacy and Deposit Mobilisation in place and copies were submitted to PMU and Uganda Cooperative College Kigumba (UCCK) for harmonisation. - 2,667 SACCO members of 24 SACCOs trained *and impact has been realised by the SACCOs and members that attended the trainings.* - *The specific areas of training included:* i) Introduction to Financial Literacy ii) Personal Financial Management - Setting Personal Financial Goals. iii) Personal Budgeting iv) Personal Savings v) Equity & Debt Financing vi) Personal Investment	**Financially Literate Members** 93% of the trained members reported to have clear understanding of the SACCO Products and services and most of them started with active savings in their SACCOs. SACCO Membership Increased and access to financial services seriously improves in credible SACCOs. Eg. Kyamuhunga Jubilee SACCO. *Total value of each type of product utilized has not yet been assessed*
3	Business skills development *(Activity not Planned for in this quarter)*	*No SACCO Members trained*	**Skilled Members in Business** *Number of enterprises invested in through funding not yet assessed*
4	Strategic Planning Designing training Manuals was planned 30 SACCOs were planned for training)	**Achieved:** -Training Manuals and Training Guides were developed. - 30 SACCOs and 52SACCO Board members and 35 staff were trained, Activity of training was extended to quarter 4 **Specific areas of training were:** • Meaning of Strategic Planning • Importance of Strategic Planning	**Growth Managed** 23% of the *SACCOs under UCA consortium that are classified under A+ (i.e. with membership > 1,000; & OSS > 100%)*

		• The Major Components of a Strategic Plan • Articulating or Reviewing the SACCO's Vision, Mission and Values • Environmental Analysis • Defining the SACCO's Strategy • Identifying Key Result Areas, Setting Goals and SMART Objectives • Developing an Operational Plan • Determining Resource Requirements • Developing a Financing Plan • Preparing Financial Projections • Monitoring and Reviewing the Strategic Plan	Action plans designed for SACCOs to finalize strategic Plans Draft strategic plans for each of the trained SACCOs were designed and agreed on, they will be fine-tuned and finalized by the mentors and trainers during Technical assistance time .
5	Savings and Other Product Development/ Training Manuals and Training Guides were developed	-Training Manuals and Guides were developed. - 61 SACCOs and 107 SACCO Board members and staff were trained, Activity of training was extended to quarter 4 ***Specific areas of training were:*** • Meaning of Savings • Why should SACCO members save? • When do we need Lump Sums? • Different forms of savings • Benefits of Savings • Advantages and Disadvantages of different forms of Savings • Savings Patterns • Why People Save? • Savings Mobilization, Why SACCOs should focus on savings mobilization and Savings Mobilization Principles • Pre-Conditions for Successful Savings Mobilization, Challenges of Savings Mobilization • Administration of Savings • Physical design/ improvement of the SACCO Savings Products, and Loan Products, Features that make Savings Products attractive to members, Types of Savings Products, Prototype of Savings Product.(SACCO group discussions) • Loan Management, Loan Management Process, Credit Principles and Prototype of Loan Product. • Other Products offered by SACCOs • Setting effective interest rates	**Increase in No. and type of products** A list of products that are already existing is shown in Appendix 4 and 6) Action plans designed for SACCOs to finalize the agreed 2 Proto type products specific for each of the 61 SACCOs and 107 trained Board and Staff. Two Prototype products agreed on were deeply discussed and SACCO Leaders were assigned to pilot and rollout the Products. Each of the agreed products will be fine-tuned and finalize with guidance of the mentors and trainer during Technical assistance period.

		• Product development, Product development options, Product Levels, Stages of Product Life • Major Stages in New Product Development • Product Management, Product Management Frame work, Characteristics of Good Product Managers	
6.	Financial Management **Target:** Training Manual and Training Guide in place and in use Leaders of 182SACCOs trained in Financial Management leaders per SACCO attended the training and have an action plan to improve their SACCO performance	No. of SACCOs and the staff trained *(specify areas of training).* 74 SACCOs and 289 SACCO leaders trained and agreed on the work plan for implementation in their SACCOs ***Specific areas of training were:*** ***Specific areas of training were:*** • Meaning of Financial Management • Managing Scarce Funds and Other Resources • Risk and Managing Risk and Fraud in SACCOs • Estimating the Amount of Capital Required in Running SACCO Business • Determining Capital Structure, Choice and Utilization of Funds • Elements of Financial Control and Financial Management • Tools of Sound Financial Management, • Internal Control and Financial Policies • Maintaining Books of Account • Basic Accounting Books, Book Keeping as a critical step in the Accounting Cycle and usage of all kinds of Books used in a SACCO • Internal Control and Financial Policies • Preparation of Financial Statements (Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity and Notes to the Accounts • Reporting and Types of Reports required by the SACCOs, Recipients of the Reports and Sources of Information for generation of Reports • Users of Accounting Information • SACCO Performance Standards and Indicators of Good Performance - this includes Growth and Sustainability Indicators • Financial Control	*81 % (62 SACCOs) of the SACCOs have f externally audited accounts* *The average Liquidity Ratio is 24% meaning that some of the SACCOs are in a concerning state. It should however be noted that this is far greater that got in the baseline data* *The average Profitability Ratio is 12%* **Level of Achievement;** Monthly SACCO reports are now generated by each SACCO with guidance of the Technical advisor. Computation of the ratios (growth, profitability, liquidity) are being taken care of during mentorship Financial and accounting reports produced. Quarterly reports are generated from the SACCO records and submitted to UCA and PMU Audit reports for 2016 from 38 SACCOs have been submits. And we expect more from the rest of the SACCOs Records for a good number of SACCOs are not yet up to date and they are not really impressing. A lot is

		• Estimating the Amount of Capital Required	being done by our mentors and trainers to see to it that we get the required change SACCOs have prepared and submitted their up to date reports. Performance indicator Ratios will definitely improve once SACCO leaders take the advice we are giving them

Challenges

i) Short time allocated for the training. The program required at least 5 effective days of training to enable participants fully discuss issues.
ii) Some SACCOs did not send the required number of participants (4 participants per SACCO)
i) SACCOs were using different reporting formats, and not fully filling the form as require, making it had to collect all the relevant data.
ii) Some SACCOs do not properly keep good track of the records, generating a good report from the SACCOs is so difficult
iii) There is also a problem of declining loan portfolio quality, poor financial management and stagnant membership, incomplete reports an issue that can be attributed to the fact that we haven't carried out financial literacy trainings to some SACCOs in Kasese cluster.

How Challenges Were Addressed

i) To attract participation of SACCOs whose members are used to transport facilitation, meals, and participation allowances, we emphasised personal and institutional benefits to be derived from the training. Eventually, SACCOs convinced to mobilize their members.
ii) We maintained flexible training methods, to ensure that the key messages were delivered in the time available.
iii) We obtained the contacts of SACCO Chairpersons, management staff and other key persons to enable us send information to them and use them to remind participants about the training. We shall use the same strategy in future.
iv) We encouraged participants to share the available pictorial information.
v) We drew other pictures on flip charts during the training.
vi) Participants agreed to begin keeping records o to guide them in generating good reports, mentors will make sure that SACCO records are properly made
vii) Poor mobilization, we need to request SACCO Chairpersons and the management staff to send their detailed contacts so that we send them information in time.
viii) SACCO leaders should lay strategies of reviving dormant members / accounts
ix) SACCOs were strongly advised not to be divided by politics, religion, and other affiliations but rather work as a team.

x) The SACCO management staffs have been in close contact with UCA-PROFIRA officials for a technical advice which has been carried out this quarter.

General Lessons Learnt

i) We need to plan well our training interventions, to avoid challenges of low attendance basing on panting seasons and other community related aspects.
ii) There was a general need from all service providers for PROFIRA to adjusting funds release and relate it closely with the agreed deliverables. A request went to PMU to rescue the situation.
iii) Learning from each other in terms of training or mentorship methodology and training contents.
iv) Accounting in detail: we need to cover most of the contents during mentorship because SACCOs and their leaders are not at the same levels of growth.
v) In future, when conducting refresher trainings, it will be so important that trainings put into consideration the levels at which SACCOs are both in terms of growth and knowledge gap.

CONCLUSION

During the first year of implementation, the work done was mainly designing training materials for Financial Literacy, Financial Management, Strategic planning, Savings and other product development, Governance, and conducting trainings in all the first four Modules. We also provided providing technical assistance/ mentorship to the 74 SACCOs 18 of which were replacements from the original allocated to us. A good number of SACCO Leaders and SACCO Members benefited from the trainings and technical support provided during the period. Recommendations put forward to PMU have been based on a careful analysis as per the training assessment, and relation to the needs and interests of the SACCOs. It is critical for us to take the lessons learnt so serious for better implementation to achieve the intended objectives. It is equally important that PROFIRA PMU take into consideration the above recommendations in order for the SACCOs to streamline their financial operations and overall growth. This will ultimately lead to attainment of the desired project objective of Improved SACCO performance over time.

SACCO better performance include: Increase in SACCO membership (Outreach), Increased members' savings deposit and safety, Increased member participation and patronage, Quality operating self-sufficiency, Quality financial self-sufficiency, Share capital and equity financing, High Quality loan portfolio management, Reduced risks and conflicting interests following the Benchmarks as per SACCO Performance standards.

4.0 FINANCE AND ADMINISTRATION

UGANDA CO-OPERATIVE ALLIANCE LIMITED
REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 30 JUNE 2017

The Directors present their report together with the audited financial statements for the year ended 30 June 2017, which discloses the state of affairs of the organization.

a) Principal Activity

The organization's principal activity is to promote co-operatives in Uganda.

b) Results

The results for the year are set out on page 61

c) Dividends

The Directors do not recommend payment of dividends.

d) Directors

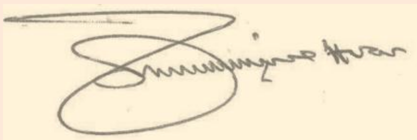
The Directors who served during the year and to the date of this report were:

Mr. Kimbowa Peter	- Chairman
Mr. Jacan Oyenya Ismail	- Vice Chairperson
Ms. Oroma Emmanuella	- Treasurer
Mr. Johnas Tweyambe	- Member
Mr. Bamwesigye Wilson	- Member

e) Auditors

The auditors, M/S Jasper- Semu & Associates were appointed during the year and they have expressed their willingness to continue in office, in accordance with Section 22 (1) of the Ugandan Co-operative Societies Act.

By Order of the Board



Ivan Asiimwe (CPA)
General Secretary

16th September 2017

UGANDA CO-OPERATIVE ALLIANCE LIMITED
STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 30 JUNE 2017

The Ugandan Co-operative Societies Act requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the organization as at the end of the financial year and of its operating results for that year. It also requires the directors to ensure that the organization keeps proper accounting records, which disclose with reasonable accuracy, at any time, the financial position of the organization. They are also responsible for safeguarding the assets of the organization.

The directors are ultimately responsible for the internal controls. The directors delegate responsibility for the internal controls to management. Standards and systems of internal controls are designed and implemented by management to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safe guard, verify and maintain accountability of the organization's assets. Appropriate accounting policies supported by reasonable and prudent judgments and estimates, are applied consistently using the going concern basis. These systems and controls include proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties.

The directors accept responsibility for the year's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting Standards and in the manner required by the Ugandan Cooperative Societies Act. The directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the organization and of its operating results. The directors further accepts the responsibility for the maintenance of accounting records, which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that any breakdown in the functioning of these controls, resulting in material loss to the organization, has occurred during the year.

The directors have a reasonable expectation that the organization has adequate resources to continue in operational existence for the foreseeable future. For this reason, they have adopted the going concern basis in preparing the financial statements.

The financial statements which appear on pages 60 to 62 were approved by the Board of Directors and signed on its behalf by:

Chairman	Treasurer	General Secretary
16th Sept. 2017	16th Sept. 2017	16th Sept. 2017.

Independent Auditors' Report to the members of UGANDA CO-OPERATIVE ALLIANCE LIMITED In Respect Of The Alliance's Financial Statements For The Year Ended 30 June 2017

Report on the Financial Statements

We have audited the accompanying financial statements of Uganda Cooperative Alliance Limited as set out on pages 60 to 62 which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, the statement of changes in equity and a statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Directors' Responsibility for the Financial Statements

As stated on page 58, the directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the requirements of the Ugandan Co-operative Societies Act. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an independent opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' professional judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by directors, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Uganda Co-operative Alliance Ltd. as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Ugandan Co-operative Societies Act 2012.

Report on other Legal and Regulatory Requirements

As required by the Companies Act 2012, we report to you, based on the audit that:

i) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
ii) In our opinion, proper books of account have been kept by the company, so far as appears from our examination of those books; and
iii) The company's statement of financial position and statement of comprehensive income are in agreement with the books of account.

Jasper Semu Associates

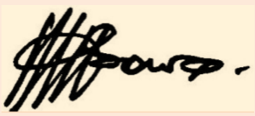
Jasper – Semu & Associates
Certified Public Accountants
P.O. Box 8294
Kampala.
Date: 16th Sept. 2017

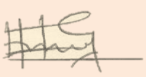
Statement of Financial Position

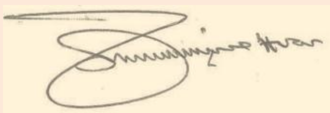
As At 30 June 2017

	Notes	Ushs 2017	Ushs 2016
ASSETS			
Non-current assets			
Property, plant and equipment	*2a*	5,154,847,175	5,327,197,460
Investment property – Naguru	*3*	4,997,476,546	4,997,476,546
Investment in shares	*4*	195,240,000	190,240,000
Total non-current assets		**10,347,563,721**	**10,514,914,006**
Current assets			
Inventories	*5*	56,426,292	57,095,168
Trade and other accounts receivable	*6*	779,469,451	602,276,142
Amount due from related parties	*15(a)*	76,272,471	76,272,471
Cash and bank	*7*	376,587,415	216,768,599
Total current assets		**1,288,755,629**	**952,412,380**
TOTAL ASSETS		**11,636,319,350**	**11,467,326,386**
EQUITY AND LIABILITIES			
Capital and reserves			
Share capital	*8*	221,389,911	220,189,911
Statutory reserves	*9*	371,303,570	358,568,953
Capital reserves	*10*	801,821,411	801,821,411
Capital fund	*11*	53,963,976	53,963,976
Capital redemption reserve fund	*16,b*	11,069,495	0
Revaluation reserve	*12*	4,416,697,998	4,594,548,282
Capital grant	*16a*	96,578,226	126,624,928
Retained earnings	*16b*	3,492,220,942	3,263,827,484
		9,465,045,529	**9,419,544,945**
Non-current liabilities			
Loan from Housing Finance Bank	*17*	**1,000,,028,473**	**1,024,623,365**
Current liabilities			
Loan from Housing Finance Bank	*17*	279,600,000	242,936,916
Trade and other accounts payables	*13*	160,963,699	148,930,558
Deferred revenue grants	*14*	258,004,391	158,613,344
Amounts payable to related companies	*15(b)*	472,677,258	472,677,258
		1,171,245,348	**1,023,158,076**
Total equity and liabilities		**11,636,319,350**	**11,467,326,386**

The financial statements were approved for issue by the Board of Directors on 16th **September 2017** and signed.


Chairman


Treasurer


General Secretary

Statement of Comprehensive Income
For The Year Ended 30 June 2017

	Notes	2017 Ushs	2016 Ushs
Income			
Member subscriptions		18,565,000	17,460,000
Rental income		907,175,690	878,253,860
Other income	*18*	606,391,732	925,200,069
Total income		**1,532,132,422**	**1,820,913,929**
Grant Income			
Balance b/f	*9*	158,613,344	202,954,927
Grants recieved during the year	*9*	2,998,725,520	994,583,477
Total grants available		**3,157,338,864**	**1,197,538,404**
Total funds available		**4,689,471,286**	**3,018,452,333**
Less Expenditure			
Staff expenses	*19*	356,460,390	369,237,726
Vehicle and travel expenses	*20*	76,035,061	93,716,327
Other operating expenses	*21*	730,692,142	877,294,208
Grant expenses	*9*	2,899,334,473	1,038,925,061
Provision for un utilized grant c/f	*9*	258,004,391	158,613,344
Total expenditure		**4,320,526,457**	**2,537,786,666**
Operating surplus before finance costs		**368,944,829**	**480,665,667**
Less Finance cost	*22*	294,597,543	289,234,343
Operating surplus before taxation	***23***	**74,347,286**	**191,431,324**
Taxation	*34*	-	-
Surplus for the year		**74,347,286**	**191,431,324**
Appropriation;			
Statutory reserves		7,434,728	19,143,132
Development fund		3,717,364	9,571,566
Education Fund		1,582,525	18,209,139
Transfer to Capital Redemption		11,069,495	-
Retained Earnings		50,543,174	144,507,487
		74,347,286	**191,431,324**

Statement of Cash Flows Year Ended 30 June 2017

	Note	2017 Ushs	2016 Ushs
Cash flows from operating activities			
Surplus /(Deficit) for the year		74,347,286	191,431,324
Overstated loan b/f		0	7,181,685
Gain on disposal of assets		0	(801,168,250)
Depreciation	2	177,850,284	198,960,190
Operating funds before working capital changes		**252,197,570**	**(430,595,051)**
Cash flows from working capital changes			
Increase in inventories		668,876	(6,249,999)
(Increase) / decrease in trade and other receivables		(177,193,309)	(167,196,622)
(Decrease)/Increase in trade and other accounts payables		16,729,431	(152,877,181)
(Increase) / decrease in amounts receivable from related Co.		(37,046,701)	(58,000,000)
Cash outflow from working capital changes		**(196,841,703)**	**(384,323,802)**
Net cash outflow from operating activities		**55,355,867**	**(787,918,853)**
Cash flows from investing activities			
Investment in shares		0	(1,000,000)
Purchase of fixed assets		(5,500,000)	(52,907,770)
Proceeds from sale of fixed assets	2	0	1,063,000,000
Net cash (outflow) inflow from investing activities		**(5,500,000)**	**1,009,092,230**
Cash flows from financing activities			
Proceeds from issue of shares		1,200,000	3,200,000
(Decrease) /Increase in deferred revenue grants		96,694,757	(44,341,583)
(Decrease)/Increase loan from Housing finance		12,068,192	(35,705,789)
Net cash (Outflow) from financing activities		**109,962,949**	**(76,847,372)**
Net (decrease)/ increase in cash and cash equivalents		**159,818,816**	144,195,727
Cash and cash equivalents at 1 July 2016		216,768,599	72,572,872
Cash and cash equivalents as at 30 June 2017		**376,587,415**	**216,768,599**

Donor Funded Programme Activities For Year Ended 30 June 2017

Grant Revenue	Ushs Bal b/d	Ushs Additions	Ushs Utilisation	Ushs Bal c/f
TechnoServe (TNS)	2,696,290	499,732,952	494,750,933	7,678,309
ECCP	(3,250,560)	222,297,813	194,531,924	24,515,329
SCCVI	7,271,681	197,858,830	193,674,281	11,456,230
SFOAP	112,298,274	206,038,628	304,500,000	13,836,902
FK	39,597,659	0	0	39,597,659
Geneva Global	0	141,305,360	42,218,145	99,087,215
MUIIS	0	66,902,263	61,008,005	5,894,258
PROFIRA	0	1,519,456,799	1,515,688,531	3,768,268
INTER-ACTION	0	145,132,875	92,962,654	52,170,221
Total	**158,613,344**	**2,998,725,520**	**2,899,334,473**	**258,004,391**