UGANDA
COOPERATIVE
ALLIANCE
LIMITED

Annual Report.

2017 / 2018

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1 UCA BOARD OF DIRECTORS

SEPT. 2016 – SEPT. 2018

Mr. Peter Kimbowa
Chairman - UCA Board of Directors

Mr. Jacan Oyenya Ismail
Vice Chairperson

Ms. Emmanuella Oroma
Treasurer

Mr. Johnas Tweyambe
Board Member

Mr. Wilson Bamwesigye
Board Member

CPA - Ivan Asiimwe
General Secretary

Mr. Joseph Kitandwe
Commissioner for Coop. Development

2 MANAGEMENT TEAM

Harrison Kaziro Ssebuliba
Manager Agribusiness

Kenneth Nkumiro
Capacity Development Specialist

Samuel Sentumbwe
Manager Partnerships

Patrick Sserubula
Manager Micro Finance

Irene Najjuma
Project Manager- Prefca

Timothy Agaba
Component Coordinator

Ms. Rosanne Kyomuhangi
Human Resource Officer

Karungi Brenda
Communications Officer

Samuel Odeke
Manager Finance & Administration

Rhona Nyiraneza
Project Coordinator Muiis

Rose Angeyango
Head of Capacity Building

THE UGANDA CO-OPERATIVE ANTHEM

1. We Co-operators should portray,
Our purposeful duty to unite,
Our men and women whom we are serving
And make them gain through our good service,

Chrs

Co-operatives be more conscious,
Of your duty to develop,
Our men and women of the nation,
Who might not gain if un-co-operative.

2. We Co-operators should never tire,
We should aim to provoke poverty,
We shall endeavor to work together,
And get to promote our Co-operatives

Chrs.

3. Thru Co-operation,
Thru determination,
We can be sure to rehabilitate,
Our good nation,
Our good people,
Who would despair if un-co-operative.

Chrs

3 PROGRAM FOR UCA PRE-AGM SEPT. 2018

TIME	ACTIVITY	RESPONSIBLE PERSONS
8.00am – 09.00am	Arrival and Registration of delegates UCA documentary	UCA Staff
9.00am – 9.20am	Electing of the Resolutions Committee	Delegates
9.20am – 9.35am	Global Innovations in ICT and how Ugandan Co-operatives can be prepared to take advantage	ICT Providers
9.35am – 9.55am	Business opportunities for cooperative development; • Practical experience from the banking Sector (10Min) • Access to ICT through Cooperatives (10 Min)	 Barclays Bank UCC
9.55am – 10.20am	Reactions	Delegates
10.20am – 10.35am	Unlocking Uganda's potential through development of cooperatives in critical sectors – The success story of Energy cooperatives in Uganda	REA
10.35am – 10.40am	Reactions	Delegates
10.40am – 10.55am	UCA's impact around the country- backed up by documentary of successes in ACEs and Unions.	CPA Ivan Asiimwe, General Secretary UCA
10.55am – 11.00am	Reactions	Delegates
11.00am – 11.45noon	**BREAK TEA**	**HOTEL / UCA**
11.45am – 1.45pm	UCA's Strategic Direction towards better service delivery and Sustainability – UCA's Strategic Goal and Objectives	Mr. Sentumbwe Sam (Lead Person) Pillar 1: Mr. Kaziro – UCA (30min) Pillar 2: Ms. Angeyango – UCA (30min) Pillar 4: Mr. Agaba – UCA (30min) Pillar 3: Mr. Nkumiro – UCA (30min)
1.45pm – 2.30pm	**LUNCH**	**HOTEL / UCA**
2.30pm – 3.15pm	Reactions -Wrap up of Strategic Direction	Delegates Sam Sentumbwe
3.15pm – 4.00pm	Resolutions	Resolutions Committee
4.00pm	**Break Tea and Departure**	**HOTEL / UCA**

"Cooperative Development Amidst Global Economic Dynamics and Business Innovations."

4 UGANDA COOPERATIVE ALLIANCE
51ST ANNUAL GENERAL MEETING PROGRAMME

THEME: "COOPERATIVE DEVELOPMENT AMIDST GLOBAL ECONOMIC DYNAMICS AND BUSINESS INNOVATIONS".

DATE: **FRIDAY 14TH SEPTEMBER, 2018** • VENUE: **Grand Imperial Hotel, Kampala**

8.00 am – 9.00 am	-	Delegates arrival and registration
9.00 am – 9.03 am	-	Prayer
9.03 am – 9.05 am	-	Admission of New Members
9.05 am – 9.07 am	-	Adoption of Agenda
9.07 am – 10.00 am	-	AGM in Session
10.00am - 10.05 am	-	**Arrival of Chief Guest** **National & Coop Anthems**
10.05am – 10.20 am	-	Introductions
10.20 am – 10.30 am	-	Messages from the Partners
10.30 am – 10.40 am	-	Speech by the UCA Chairman (He invites the CCD)
10.40 am – 11.00am	-	Commissioner –MTIC (He invites the State Minister)
11.00 am – 11.05 am	-	State Minster for Cooperatives (He invites the Min. of Trade)
11.05 am - 11.10 am	-	Min. of Trade (MTIC) (Invites the Chief Guest)
11.10 am – 11.40 am	-	Speech by the Chief Guest
11.40 am - 12.20 am	-	**BREAK TEA/COFFEE**
12.20 pm – 2.00 pm	-	AGM in Session
2.00 pm	-	**LUNCH / Departure**

5 NOTICE FOR THE 51ST UCA ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT THE 51ST AGM OF UCA WILL BE HELD ON FRIDAY 14TH SEPTEMBER 2018.

VENUE: **GRAND IMPERIAL HOTEL; Kampala**. • TIME**: STARTING AT 9.00AM**

THEME: Cooperative development amidst global economic dynamics and business innovations

PROPOSED AGENDA

1. Prayer
2. Adoption of the Agenda
3. Admission of new members
4. Communication from the Board Chairman
3. Minutes of 50th AGM (22nd September 2017)
4. Management Action Sheet
5. Resolutions from 27th Pre-AGM and Reactions by Members
5. Messages from UCA Partners
7 Board/Management report for the year 2017/18
8 Auditors report and financial statements 2017/18
9 Budget for 2018/2019
10 Fixing of maximum liability
11. Authority to spend (first 3 months 2019/2020)
12. Election of Board Members
13. Appointment of Auditors
14. A.O.B (submit them at least 24 hours in advance)

The AGM will be preceded by the 27th Pre-AGM which will take place on Thursday 13th September 2018 at the same venue starting at 8.30am.

Members with outstanding dues should pay before this meeting or else they will not be allowed to participate.

Board Positions:
You are also informed that positions on the UCA Board will be available for filling at the UCA Annual General meeting which is scheduled on 14th September, 2018. The positions of Chairman, Vice Chairperson, Treasurer and 2 other members will fall vacant and the successful candidates will be representing the Northern, Eastern, Central, Southern and Western Regions.

Applications should be picked from Uganda Cooperative Alliance Ltd. head office on Plot. 47/49 Nkrumah Rd., Kampala or our regional offices in Mbale, Kitgum, Mbarara, Arua, Lira, Gulu, Masaka and to be submitted to UCA head office not later than Friday 10th August 2018.
For more information please call UCA Reception Tel. No. +256 414 258 898.

Yours faithfully,

Ivan Asiimwe (CPA)
GENERAL SECRETARY- UCA

6 STATEMENT BY THE BOARD CHAIRMAN

Mr. Peter Kimbowa

I take the pleasure to welcome our chief guest the Rt. Hon. Rebecca Kadaga, Speaker of Parliament of the Republic of Uganda, Cabinet Ministers and Members of Parliament present, Religious leaders, all our invited guests, Development partners, Cooperators, Management team, ladies and gentlemen to this 51st UCA Members' Annual General Meeting and to present to you the 2017/2018 Annual Report for Uganda Cooperative Alliance. The Annual Report informs members on the activities undertaken during the year with your support and that of our development partners to bring about growth and sustainability of both UCA and the Cooperative movement. I wish to extend my sincere appreciation to you all Cooperators for the honor and responsibility that you have bestowed on me and the entire team to serve you as Board Members.

On behalf of the Board and the Cooperative fraternity I wish to recognize and extend our heartfelt appreciation to our development partners for your kind support that has made it possible to revive and strengthen the cooperative movement in Uganda. Most of these development partners supported our cause way back when UCA was in the initial stages of the revival process and have continued to offer support in form of projects and programs to date. I wish to recognize some of our partners present including We- Effect, Vi-Agroforestry, Rikolto/VECO, Agriterra, Geneva Global, Canadian cooperative Association (CCA), Eastern Africa Farmers' Federation (EAFF), Abi-Trust, German Development Cooperation (GIZ), USAID- Techno serve, IFAD and Swiss contact.

I wish to salute the Rt. Hon. Speaker of Parliament of the republic of Uganda, the committees of parliament, Members of Parliament and the entire team at Parliament for your great support especially during the time this year when SACCOs across the country were threatened by the proposed tax amendment to reverse the 2017 tax amendment that granted SACCOs ten years corporation tax exemption. Thanks for being on our side and we again request parliament to recall the most recent Tier four microfinance institutions and money lenders' Act 2016 since it has caused a lot of discomfort in the SACCOs because the process of its enactment was full of flawed and hence contravenes the international cooperative principles, values and cooperative ideology. Going ahead with this law will be disastrous to the SACCOs and entire cooperative movement. It is also our humble request that parliament responds to Cooperators concerns which were submitted to the office of the speaker in 2016.

The Government of Uganda through relevant Ministries including Minstry of Trade Industry &Cooperatives (MTIC), Ministry of Agriculture Animal Industry and Fisheries (MAAIF), Ministry for Energy and Finance ministry is highly credited for their support both financial and technical and for creating an enabling environment

STATEMENT BY THE BOARD CHAIRMAN

for cooperatives to operate. Our partnership with government and most importantly our mother Ministry (MTIC) has created a lot of synergies and benefits to the cooperative movement. Government and other partners are very supportive of the cooperative movement and have since signed MOUs and contracts with UCA to implement many programs which have translated into better results. Best cases include Uganda Coffee Development Authority, Community Agriculture Infrastructure Improvement Program (CAIIP), MAAIF, PULIIDA and the Academia (AFRISA-Makerere University). UCA membership and the entire cooperatives across the country have been very instrumental in showcasing that actually the cooperative model is the most suitable model for Uganda's social-economic transformation. I also wish to welcome new UCA members and to assure you of our continued support for the benefit of all our members.

UCA registered tremendous growth in operating income, net surplus, Asset base and shareholders' equity. I wish to commend the Board and Management for this achievement, in addition to all of you cooperators and our partners. Through our various partnerships both with government and other development partners, various activities have been implemented aimed at strengthening cooperatives and their members more importantly the small scale value chain actor. More farmer groups have been mobilized across the country and majority of these have received formal registration. Majority of the youth and women in their respective groups have been supported and based on our interventions, majority have been able to start and run very successful businesses through their groups and cooperatives. These successes have been possible because of a highly committed and professional board together Management team headed by the General Secretary.

UCA and the National Curriculum Development Center (NCDC) are in the final stages of signing MOU so that together we design a new Education Curriculum that is enriched with Cooperative knowledge to be taught in schools, preferably at Secondary level. The team is working on a paper to be presented to Government to facelift, modernize and upgrade the two existing Cooperative colleges of Kigumba and Tororo into Universities and or degree awarding institutions.

Due to the current global dynamics and Business Innovations especially in ICT, Cooperatives need to be highly innovative in order to be competitive in the global market. This explains our theme for this year's AGM "Cooperative development amidst global dynamics and Business Innovations". UCA's new five year strategic plan 2018-2022 will mainly focus on new innovations in ICT, investments, providing better and relevant services as well as recruitment of more members.

In the process of our implementation, some challenges have emerged. There are so far two legal cases involving the former Treasurer Mr. Bongonzya Stephen and former deputy general secretary Mr. Billy Butamanya. However, both court cases are being ably handled by UCA legal team. (Details are captured in the main report). Another challenge arose from the fall of maize prices which has adversely affected our members especially those who use debt capital.

CONCLUSION

I wish to convey our appreciation to the chief guest for honoring our invitation amidst her busy schedule, the government of the republic of Uganda, all our invited guests and development partners present, the cooperators, the general secretary and his team. We wish to echo our commitment to continue serving our members and the entire cooperative movement much better.

For God and my country.

Mr. Peter Kimbowa • UCA BOARD CHAIRMAN.

7 STATEMENT BY THE GENERAL SECRETARY

Ivan Asiimwe (CPA)

I am greatly pleased to welcome you to this 51st UCA Members' Annual General Meeting and to present to you the 2017/2018 Annual Report for Uganda Cooperative Alliance. It is indeed very rewarding and encouraging to see members turn out in such numbers to attend this very important meeting which is the supreme governing organ of UCA. The Annual Report depicts joint efforts with you and the partners to bring about sustainable and positive changes for people whose livelihoods depend heavily on small and medium enterprises.

The financial year 2017/2018 was a very busy year for us at the Secretariat as we continued to make every effort to serve you and the other stakeholders in pursuit of our vision as a strong and vibrant umbrella organization of prosperous cooperatives with empowered members and our mission "to provide high quality support services to cooperatives and their members on a sustainable basis".

I wish from the outset to echo our Board Chairman in recognizing and appreciating our various development partners who have supported and worked with UCA over the years including but not limited to: We- Effect, Vi-Agroforestry, Rikolto/VECO, Geneva Global, Agriterra, Canadian Cooperative Association (CCA), Eastern Africa Farmers' Federation (EAFF), Abi-Trust, German Development Cooperation (GIZ), USAID- Techno serve, IFAD, Swiss contact for their support both financial and non-financial. The Government of the Republic of Uganda has equally been supportive of cooperative development programs through various ministries including the Ministry of Agriculture Animal Industry and Fisheries, Ministry of Trade, Industry and Cooperatives, Ministry of Finance, Planning and Economic Development, Ministry of Local Government and Ministry of Energy and Mineral Development. We value and appreciate your partnership, support and commit to continue working closely with you in seeking to achieve our shared objectives of developing and improving the Cooperative movement in an inclusive manner and delivering value to our members and other stakeholders particularly the most vulnerable small holder farmers, Small and Medium Enterprises that are in dire need of our services.

The Board and Management team are very committed and supportive in implementing our strategic plan mainly focusing on building strategic partnerships, capacity building at different levels, taking leadership role in the legal and policy space among others. As our theme for this year goes "Cooperative development amidst global economic dynamics and Business innovations", UCA's strategic direction is building a strong cooperative movement that is able to withstand and compete favourably in the global market environment.

During the period, UCA registered growth in many aspects. Total operating income grew by

STATEMENT BY THE GENERAL SECRETARY

State Minster for Cooperatives Fredrick Gume Ngobi (Middle) (sec-left) Chairman UCA Peter Kimbowa, General Secretary- UCA CPA Ivan Asiimwe (right) March with cooperators from across the country at the 96th International Cooperatives Day. Photo by Brenda Karungi

39% while the net surplus grew by 33%. Asset base grew by 6% and consequently growth in shareholders' equity with donated equity reducing by 13%. Our Debt: Equity ratio was maintained at its very minimum of 0.1: 1 while the liquidity ratio oscillated at 1.4:1. This was due to a highly skilled and committed Board and Management team. Our investments including rentals have greatly contributed to our performance.

On representation, UCA has played a critical role in advocating for the Cooperatives especially SACCOs whose Ten years Corporation Tax exemption earlier granted by the government to Sacco's was threatened with a repeal during this year's Budget process. We applaud Parliament under the stewardship of the Rt. Hon. Speaker: Rebecca Kadaga for maintaining the Ten years Tax exemption on SACCOs. We take this opportunity to pass our greatest appreciations to the parliament of Uganda and specifically the Rt. Hon. Speaker Rebecca Kadaga for her dedication and support to the cooperative movement: She has promoted and supported the cooperative model wherever she has been. UCA is engaging the government on Taxation and other policy framework for all other forms of Cooperatives. At a regional level, Cooperators are ably represented with the current president of Eastern Africa Farmers' Federation M/s Elizabeth Nsimadala representing National farmers organizations in Uganda being from UCA. This gives us regional and continental recognition and representation. UCA through EAFF is engaging the regional leaders to assent to the East Africa Cooperative Bill into law. At a global perspective, UCA General Secretary represents the entire Africa on the International Cooperative Agricultural Organization (ICAO) as Vice president.

Our Investment in visibility has yielded more partnerships for cooperative development. Partners including Uganda Coffee Development Authority (UCDA), Community Agriculture Infrastructure Improvement Program (CAIIP), UGACOF, Swiss contact, PULIIDA, Agriterra, Uganda Coffee Farmers Alliance, Ministry of Agriculture, Animal Industry and Fisheries, National Forestry Authority, research organizations and the academia have created synergies in our implementation and hence better results in the field.

UCA played a critical role in youth empowerment and gender mainstreaming across the country. The team provided technical support in form of training and mentorship to over two hundred (200) youth groups in addition to implementing women programs through their various groups and cooperatives across the country. Youth and women have been equipped with the necessary skills and knowledge in leadership, record keeping, Business management, financial literacy and management. Majority of these youth, women groups and cooperatives that underwent these trainings have been able to start and run successful businesses. Capacity building programs are still ongoing and more opportunities from our partners are coming in to support this cause. Still with funding through the Eastern Africa Farmers' Federation (EAFF), UCA will participate on a three year project that will cover Kenya, Rwanda and Uganda and Burundi participating in knowledge management activities of the project.

During the year, UCA organized a National stakeholders' meeting on the issue of the Cooperative Bank where the Cooperators unanimously passed a resolution to restart a Cooperative Bank to create access to financial services most especially the small holder value chain actors including farmers. With technical support from Agriterra, a feasibility study was conducted and as a way forward, massive mobilization for capitalization of Uganda Central Cooperative Financial Services (UCCFS) is ongoing. UCCFs is willing and ready to transform into a Bank once the cooperators raise the required capital to operate it like a Bank.

STATEMENT BY THE GENERAL SECRETARY

UCA in collaboration with the National Curriculum Development Center (NCDC) have started working on a new education curriculum that will incorporate cooperative education in schools to equip the young generation with cooperative knowledge and skills for inclusive growth and sustainability. Our working relationship with NCDC originated from the National students' debating competition that was organized last year by UCA and UBC which provided live telecast. On the same note we implore the parliament and the executive to provide more support, and upgrade the two existing Cooperative colleges: Kigumba and Tororo to a University status or degree awarding institutions to pave way for more graduates and professionals in cooperative business, taking examples from our neighbors of Tanzania (Moshi University) and Kenya (Cooperative University of Kenya).

Our team undertook strategic measures to reviving and strengthening Cooperatives most importantly the old Cooperative Unions across the country that are still economically limping due to calamity that befell them. So far the recovery process has yielded better returns in terms of governance, management, recovery of Assets, compensations, systems overhaul and Business. The success stories include Sebei- Elgon Cooperative Union, West- Acholi, East-Acholi Cooperative Unions among others.

UCA in partnership with Rural Electrification Agency (REA) and MTIC embarked on mobilization of and capacity building of the Energy Cooperatives across the country to prepare them to be able to tap into the energy sector currently with the highest potential for cooperative growth. The UCA team has initiated discussions with the Ministry for Energy and Mineral development to supporting small scale miners into mining cooperatives.

UCA successfully took lead in organizing cooperative week activities and the international cooperative day celebrations in Jinja. With support of our mother Ministry, development partners, Cooperators and Walimu SACCOs Union the host.. On a special note, we wish to extend our appreciation to the Leadership and Management of Walimu Saccos Union for the financial and non-financial support through the week.

UCA and the cooperative fraternity truly supports the idea of regulating SACCOs but based on a good law drafted through wider consultations of the cooperators. Currently, there is a lot of unrest among the cooperative fraternity (SACCOs) across the country because of the new legal framework "Tier four micro finance institutions and money lenders Act and the draft regulations 2016". The cause of the unrest among the SACCOs is failure by the drafting team to widely consult the stakeholders and yet even the few ones consulted, their views were never considered. Based on many petitions from the SACCOs across the country, UCA and UCSCU organized meetings at regional and National level to collect views which were forwarded to UMRA and the Ministry of Finance for consideration. The UCA Secretariat wishes to extend appreciation to our senior Cooperators Rev. Fr. Gaetano Batanyenda, Rev. Fr. Safari Emmanuel and others who organized a successful meeting with the Prime Minister. UCA and the entire cooperative fraternity are committed to continue engaging government and UMRA to address the concerns of the SACCOs. We therefore request our Parliament to recall this law to allow a better process where the cooperators and other stakeholders' views are incorporated.

The Board and Management team is currently going through a new strategic direction of ensuring UCA's strong visibility, relevance, mobilization and reorganizing Cooperative Unions, new innovations in ICT, better service delivery to the cooperators with a well-developed lobby and advocacy agenda. The five year strategic plan focusses more on institutional development for growth and sustainability of UCA and its members.

CONCLUSION

I would like to convey and reaffirm UCA's commitment to the growth and prosperity of the cooperative movement and to continue working together towards achieving a socially and economically transformed Uganda. We wish to convey our appreciation to the Speaker of Parliament and the entire Parliament of Uganda, the other arms of Government, Development Partners and all the Cooperators for your support and contribution.

I thank you.

Ivan Asiimwe (CPA)
GENERAL SECRETARY-UCA.

11 PREVIOUS MINUTES OF THE 50th AGM

HELD ON 22nd SEPTEMBER 2017 AT GRAND IMPERIAL HOTEL- SASA HALL KAMPALA

MEMBERS PRESENT
Ref. Appendix

THEME: **"sustainable cooperatives for social economic transformation"**

AGENDA

1. Prayer
2. Adoption of the Agenda
3. Admission of new members
4. Communication from the chairman
5. Reactions and resolutions by the members
6. Minutes of the 49th AGM held on the 27th September 2016
7. Management action sheet
8. Messages from UCA partners
9. Board/ management report for the year 2016/2017
10. Auditors report and financial statements 2016/2017
11. Budget for 2017/2018
12. Fixing of maximum liability
13. Authority to spend (first 3 month 2018/2019)
14. Appointment of auditors
15. A.O.B

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 1/50/2017	**PRAYER** The AGM was opened with the National Anthem led by Mr. Asiimwe Robert and a word of prayer led by Rev. Father Safari Emmanuel.	Delegates
Min: 2/50/2017	**ADOPTION OF THE AGENDA** The Board Chairperson, Mr. Kimbowa Peter presented the agenda of the meeting to the members for discussion and approval. Canon Mugabi Sam from Abateganda ACE moved a motion to adopt the agenda with new amendments and was seconded by Mr. George Waiswa from Nakalama ACE	Delegates
Min: 3/50/2017	**ADMISSION OF NEW MEMBERS** The Chairman presented the following members to the AGM for admission. 1Kagongo Rural Development SACCO 2.Uganda Central Cooperative Financial Services (UCCFS) Mr. Wakinya Samuel, the Chairperson of Bushika Integrated ACE proposed that the two members be admitted and was seconded by Mr. Grace Lubowa from Nazigo ACE and all members unanimously agreed.	Delegates

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 4/50/2017	**COMMUNICATION FROM THE CHAIRMAN** The Board Chairman, Mr. Kimbowa Peter welcomed all members, development partners, the invited guests and management staff. He thanked them for coming and supporting UCA to execute her obligations, thanked them for adopting the agenda and called the meeting to order at 8:00 am. The Chairman commended all those who had contributed in any way towards the advancement of the Cooperative movement. Thereafter he introduced the Board of Directors of Uganda Cooperative Alliance who had successfully served the Alliance for one year and thanked them for their commitment. He informed members that in the previous AGM, the delegates had entrusted the Board to appoint the General Secretary, a task they accomplished successfully. He then presented the appointed General Secretary (CPA) Asiimwe Ivan who also introduced his team. He added that the AGM is a special event for members since it helps them share reports on progress of the business, deliberate on issues affecting the movement and drawing a strategic agenda. More to that, the Chair informed members that resolutions about cooperative issues had been made in the Pre-AGM and he presented them to the members for approval and finally wished members a good meeting and fruitful deliberations. The Chairman then invited the Chief Guest Hon Fredrick Ngobi Gume Minister of State for Cooperatives who represented the prime minister. The Chief guest informed members that he was pleased to be part of the UCA AGM and he was also happy to represent the Prime Minister who was unable to come due to other official commitments. He informed members that as an "APEX", UCA should not be taken lightly. He said when he was appointed Minister; he discovered that there was a gap between UCA and the ministry. He therefore thought the first thing was to create harmony. He added that his coming was therefore a gesture of solidarity and he sent out a message of unity, cooperation and moving together. In addition, he congratulated UCA on getting an award. He urged that the agenda of reviving the cooperative bank should be taken serious and that the Ministry has written asking BOU for a liquidation report and he looks forward to participating effectively in the revival of the Cooperative Bank. He then read the Ministers speech (attached as Annex) where it was emphasized that the Minister upholds UCA for holding their 50th AGM to account to members.	Delegates
Min: 3/50/2016	**REACTIONS AND RESOLUTIONS BY THE MEMBERS** The resolutions were made at the Pre AGM and presented to the members and they are as follows: 1.The liquidation report of the defunct Cooperative Bank should be produced by BOU to pave way for formation of a new Cooperative Bank. **2.**UCA to engage a technical and legal team to study and advise on the Revised Cooperative Societies Act Cap 112 (Bill) among others. The amended Cooperative Societies Act should maintain UCA to remain the only Apex organization for all cooperatives in Uganda. 3.UCA to engage technical and legal team to study the Tier 4 Microfinance Institutions and Money Lenders Act 2016 and take appropriate action. **4.**SACCOs and other financial cooperatives to embrace and pay for the professional technical and supervisory support services of UCA, and agree to sign a binding partnership contract, for sustainable services. **5.**UCA in consultation with UCSCU and UCCFS to set Performance standards for SACCOs and other member Financial Cooperatives and make strict follow-ups on their implementation. **6.**Strengthening the relationship and cooperation with member cooperatives **7.**UCA to work with other unions to lobby for tax exemptions. **8**.Member societies should re-organize themselves for strengthened operation. **9.**UCA to take forward and strengthen the MOU with UCDA and other partners. **10**.Cooperators to embrace science, innovations and Information technology. Members unanimously resolved that the resolutions made in the Pre-AGM be adopted by the board and management.	Delegates

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 4/50/2016	**MINUTES OF THE 49TH AGM HELD ON THE 27th SEPTEMBER 2016** Members requested that the list of members present at the 49th AGM be availed for reference purposes an issue which was addressed by the General Secretary.	Management

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 5/50/2016	**MANAGEMENT ACTION SHEET** The new General Secretary (CPA) Ivan Asiimwe presented the award that was given to UCA in recognition of UCA's efforts in the revival of the cooperative movement. He added that the award was received during the regime of Mr. Leonard Msemakweli former UCA General Secretary The management action sheet and action paper were read by the new General Secretary who informed members that since his statement was available in the report ((annual report 2016-2017) he wished to summarize it to save time. The General Secretary thanked the chairpersons of West Acholi Cooperative Union (WACU), Sebei Coop Union, Teso Fruits Cooperative Union (TEFCU), Banyankole Coffee Union, and Okoro Coffee Growers Cooperative Union Ltd (OCGCU) for having renewed the membership of their Cooperatives with Uganda Cooperative Alliance. The General Secretary Informed the members that it gives him great pleasure to welcome them to the 50th UCA Members' Annual General Meeting. He told them that The journey to our success had been a very long one characterized by many upheavals nonetheless it had borne better fruits that we are proud of and enjoying today. The General Secretary informed members that 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. He added that the 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 which has been achieved through partnerships. 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 exempted 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 of course not forgetting the cooperators. The Cooperative Bank once in place will provide affordable financing to cooperators. The General Secretary then extended His appreciation to UCA's 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. The General Secretary also presented the action paper to members as shown in the table below;	Management

ACTION POINT	PERSON RESPONSIBLE	STEPS TAKEN	COMMENT
Treasurer had to vacate the post of treasurer so that elections can be held to elect a new person	AGM	Treasurer was voted out of office and a new one re-elected	Done
UCA should review its relationship with BOMA Consult and the organization which selected him as its delegate be informed.	Board and Management	Management had a meeting with Mr. Bongonzya and advised him to apologize through the same newspaper where he published the article Court sittings have been attended by both UCA and Mr. Bongonzya The arbitration process is being pushed for by UCA	Mr. Bongonzya has not yet apologized in media
Due to the un-explained refusal of Mr. Stephen Bongonzya, Mr. Hakim Bogere, Board member UCA, be authorized to sign Accounts for 2015/16 on behalf of the Treasurer	Board and Management	Mr. Hakim Bogere was authorized by the AGM and he signed the Accounts for 2015/16 on behalf of the Treasurer	Done
UCA should give a token of appreciation to cooperators as they retire.	Board and Management	A meeting has been held to start planning for an event to honor and offer appreciation to all cooperators that have contributed to the movement. More meetings are being planned	In progress

In response to the action item of honoring persons who have diligently served the movement, The Vice Chairman presented to the chief guest a list of persons that were to receive gifts in recognition of their contribution towards the Development of the Cooperative Movement. The following persons were presented to the Hon Minister who in turn handed to them gifts.

No.	Name	Role
1.	Mr. Charles Kabuga	Former retired General Secretary
2.	Mr. Leonard Msemakweli	Former retired General Secretary
3.	Mr. Tom Wakighoma	Former chairman UCA Board
4.	Rev. FR. George Angala	Former chairman UCA Board
5.	Mr. Wolimbwa	Former chairman search committee
6.	Fr. Gaetano Batanyenda	
7.	Fr. Safari Emmanuel	
8.	Mr. Mwesigye Fred	Former commissioner for cooperatives
9.	Hon Yona Kanyomozi	Staff
10.	Hon. Butere	Staff
11.	Mr. Haruna Sesera	Staff
12.	Mr. Kyalimpa Michael	Staff
13.	Miss. Rosanne Muhumuza K	Staff
14.	Miss. Amina Nakazibwe	Staff
15.	Mr. Asiimwe Robert	Staff
16.	Mr. Buwembo Emmanuel	Staff

The General Secretary finally thanked his predecessors: Mr. Kabuga Charles and Mr. Msemakweli Leonard for their outstanding leadership and management in steering UCA to greater heights. He also thanked UCA Membership for their vision, the government of Uganda, former Board members and the current Board and other committees, Management and entire UCA team for their great contribution.

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 7/50/2016	**BOARD MANAGEMENT REPORT 2016/2017** The General Secretary presented the management activity report (included in the annual report 2016/2017) to the delegates highlighting the achievements and challenges of UCA. In his highlights he informed the delegates that UCA had continued to achieve its mandate and goals through strategic innovations, initiatives and aggressive resource mobilization strategies. On behalf of the UCA Board of Directors, the Chairman extended his sincere gratitude for having been entrusted to run the affairs of Uganda Cooperative Alliance Ltd. He also applauded all cooperators for consolidating the gains over the years through the various projects and activities that we have carried out. The Chair informed members that some achievements had been registered during the financial year which include an MOU signed with AFRISA (Makerere University) for skills development. Another MOU was signed with Uganda Coffee Development Authority (UCDA) to support coffee production and Marketing through the cooperative approach. UCA also partnered with the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to profile registered farmer organizations across the country through the Agriculture Technology and Agribusiness Advisory services (ATAAS) Project funded by World Bank. He also informed members of the modification on UCA building which created new rentals to generate more income to sustain UCA activities. Other activities presented to members included; Attending local, regional and international meetings, lobbying for Cooperative Bill amendment, recruitment of a new General Secretary/Chief Executive Officer, handled arbitration duties among which was between Kaato Growers Society and Dan Wakimwai. UCA also held Radio and TV talk shows to sensitize the public about the cooperative movement and also co-hosted the International Cooperatives' day in Mbale among others. The chairman also shared some of the challenges faced during the past year some of which included; Limited funds to implement planned activities, prolonged drought which hampered production, limited political will to support the cooperative movement.	Management
Min: 8/50/2016	**AUDITORS REPORT AND FINANCIAL STATEMENTS 2016/2017** The Treasurer presented the audited report for the financial year 2016/2017. In her remarks, the auditor highlighted the significant increase in UCA income as a result of increased membership and rent, thanked members for appointing them for the year ended 31st September 2017. She further reported of the deliberate effort to reduce operational expenses of the organization. **Delegates' reaction** One of the delegates expressed concern over the UCA loan due to increasing interest rates however, the Finance and Administration Manager allayed members' fears by informing them of close relationship UCA has with the Bank and the firm measures already in place to ensure smooth loan repayment. Among these is the breakthrough on loan restructuring. He also informed members that all rental income from the Naguru property has been reserved for servicing the loan. Oyugi Jackson from West Acholi expressed concern that some members had not understood the financial statements and therefore asked for better explanation. The Finance and Administration Manager therefore further broke down the statement of accounts for the year ended. The Chairperson UCCFs proposed that members accept and adopt the report as a true reflection of UCA's financial accounts and was seconded by Mr. Lubowa Grace, Nazigo ACE and Abomugisha Stanley, Kigezi SACCOs Union	Auditors / Management Delegates

MINUTE NOS.	DISCUSSIONS, RESOLUTIONS AND ACTION POINT	PERSON RESPONSIBLE
Min: 7/50/2016	**BUDGET FOR THE YEAR 2017/2018** The Treasurer read the budget for the year 2017/208 to the delegates. Mr. Waiswa George from Nakalama ACE proposed that the budget be received by all delegates and he was seconded by Mr. Balidawa Badru from Namungalwe ACE.	Treasurer
Min: 8/50/2016	**FIXING OF MAXIMUM LIABILITY** The Chairman requested members to fix a maximum liability and therefore the treasurer presented a maximum liability of 2billion be passed, as had been the case for the previous financial year. Mr Owino James Peter from Merikit ACE proposed that a maximum liability of 2 billion be passed and was seconded by Mr. Waiswa George from Nakalama ACE.	Members
Min: 9/50/2016	**AUTHORIZATION TO SPEND FOR THE FIRST 3 MONTH 2018/2019** Members were requested to authorize the expenditure for the first 3 month of the new year (2018). Abomugisha Stanley from Kigezi SACCO Union moved a motion that management and board be allowed to spend in the first three months of the new year and he was seconded by Wakinya Samuel from Bushika Integrated ACE.	Members
Min: 10/50/2016	**APPOINTMENT OF AUDITORS** The Treasurer of UCA informed the AGM that in conformity with the law, the board had advertised for new auditors and five applications were received. The most competent auditors were M/S Jasper- Semu Associates and Nabende and Nabweteme company. She therefore requested members to approve one of them. M/S Jasper - Semu Associates was not chosen because he had served the Alliance for the last 3 years. Nabende and Nabweteme company was therefore proposed by the Board because they offered the lowest cost (seven million two hundred fifty thousand shillings only (UGX: 7,250,000 with Vat inclusive) and they were well experienced. Mr. Paddy Khauka the Chairperson of UCCFS proposed that Nabende and Nabweteme company be appointed as the new auditor and was seconded by the Chairperson of Kyamuhungu peoples, Rev. Fr. Nsekanimanya.	Board
Min: 11/50/2016	**A.O.B / CLOSURE** The Treasurer informed members that she had successfully undergone a training by UNBS and she was now a Trainer of Trainers in wine-making.	

Signed...
Mr. Peter Kimbowa
CHAIRMAN – BOARD OF DIRECTORS

Date:14th September 2018

Signed...
CPA. Ivan Asiimwe
GENERAL SECRETARY

Date: 10th January 2018

8 ADMISSION OF NEW MEMBERS FY 2017/2018

NAME	ORGANISATION TYPE	DISTRICT	SHARE CAPITAL
KIMEEME LIVESTOCK	COOP SOCIETY	KAMPALA	400,000.00
WALIMU SACCOS UNION	UNION	KAMPALA	400,000.00
TOTAL			**800,000.00**

9 MANAGEMENT ACTION SHEET AT THE 51ST UCA ANNUAL GENERAL MEETING

NO	ACTION POINT	PERSON RESPONSIBLE	TIME FRAME	ACTION TAKEN	COMMENT
1.	The liquidation report of the defunct Cooperative Bank should be produced by BOU to pave way for formation of a new Cooperative Bank	Board and Management		Speaker of Parliament directed the Auditor General to carry out a forensic audit on all closed banks including the Cooperative Bank.	Still in progress.
2.	UCA to engage a technical and legal team to study and advice on the Revised Cooperative Societies Act Cap 112 (Bill) among others. The amended Cooperative Societies Act should maintain UCA to remain the only Apex organization for all cooperatives in Uganda	Board and Management		UCA General Secretary held a meeting with Parliamentary Committee on Trade, Industry and Tourism over the same matter.	It is being handled at committee level.
3.	UCA to engage technical and legal team to study the Tier 4 Microfinance Institutions and Money Lenders Act 2016 and take appropriate action	Board and Management		UCA, Unions and SACCOs together with the legal team (PULIIDA) engaged Government and Uganda Microfinance Regulatory Authority (UMRA) on the critical issues	UMRA has agreed to work with UCA to have the issues resolved

ACTION POINT PAPER
AT THE 51ST UCA ANNUAL GENERAL MEETING

NO	ACTION POINT	PERSON RESPONSIBLE	TIME FRAME	ACTION TAKEN	COMMENT
4.	SACCOs and other financial cooperatives to embrace and pay for the professional, technical and supervisory support services of UCA, and agree to sign a binding partnership contract, for sustainable services	Board and Management		Still under negotiation with respective cooperatives	In Progress
5.	UCA in consultation with UCSCU and UCCFS to set performance standards for SACCOs and other member Financial Cooperatives and make strict follow – ups on their implementation	Board and Management		UCA draft performance standards	In progress
6.	Strengthening the relationship and cooperation with member cooperatives	Board and Management		It has been done	Continuous
7.	UCA to work with other unions to lobby for Tax exemptions	Board and Management		It was done for SACCOs, UCA is now engaging Government on taxation of other forms of cooperatives	In progress
8.	Member Societies should re-organize themselves for strengthened operation	Board and Management		With UCA support, cooperatives: primary, Secondary and Tertiary Unions	In progress
9.	UCA to take forward and strengthen the MOU with UCDA and other partners	Board and Management		MOU with UCDA has been strengthened and we are now implementing a project on coffee value chain together. Other MOUs have been signed and strengthened	Done
10.	Cooperators to embrace science, innovations and information technology	Board and Management		This is being adopted gradually by the cooperatives	In progress

12 UCA Secretariat Report

UCA growth trajectory

The year 2017/2018 saw Uganda Cooperative Alliance Ltd (UCA) register positive growth in many aspects due to a highly skilled and committed Board and Management team. Our operating income grew by 39% creating growth in surplus of 33% in comparison with the previous year. This positive trend was directly linked to our widened scope of partnerships and growth in our internally generated funds from our investments like building on Nkrumah road and consulting work. Management is credited for maintaining operating costs at a minimum but off course without compromising service delivery. UCA Asset base grew by 6% and consequently caused growth in shareholders' equity with donated equity reducing by 13%. Board and management also maintained our Debt: Equity ratio at 0.1: 1 and a liquidity ratio at 1.4: 1. This is a positive trend towards financial and operating sustainability.

Representation

Representation at different forums has been our main focus and a lot has been achieved. Through her legal mandate, UCA successfully took lead of the SACCOs and the National Unions to engage the Parliament of the republic of Uganda on Tax matters. Through our engagement with policy makers, SACCOs in 2017 were granted Corporation Tax exemption of ten years but this time round in 2018, the Ministry of Finance through Budget proposals to Parliament had requested for an amendment to re-instate this tax as a way of increasing the tax base. However, Cooperators together with UCA moved in so fast and Parliament was able to maintain the status quo of the ten years corporation tax exemption on SACCOs. The tax exemption should help SACCOs to improve service delivery and capitalize their equity base for growth and sustainability. UCA team and partners have embarked on engagements with government for other forms of Cooperatives to be granted tax subsidies and exemptions for the realization of inclusive growth and middle income status. UCA continue to represent Cooperatives at both National, regional and at the International level.

Visibility

The UCA Board and Management used their professional and strategic approach in building a robust visibility strategy. The strategy has been more significant in building strategic partnerships and creating relevance to our membership and the Cooperative Movement. The UCA Communication Department and the entire team has been very instrumental in organizing TV and Radio talk-shows across the country. We have also been so much visible in the print media. UCA's investment in visibility has generated better returns including increased partnerships, membership and public awareness.

New and Upcoming Programs for Cooperatives Support

Because of UCA's expertise in Farmer Organization methodology and good track record, the Government of Uganda through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) has awarded us an assignment entitled Agricultural Cluster Development Project funded by the Republic of Uganda under the Ministry of Agriculture, Animal Industry and Fisheries. The program is aimed at supporting farmers' access to agricultural inputs through an Electronic Voucher Management System (E-VMS). The program will be jointly implemented by UCA and United Bank for Africa Uganda Ltd where UCA is expected to provide capacity building/training support to beneficiaries/users of the products and services of an Electronic Voucher Management System (E-VMS). A new five years project called "Farmers' Organizations for Africa", a capacity building program aimed at contributing to structural transformation of Africa family farming for food and nutrition security, increased incomes and improved livelihoods through greater integration of family farms in key Agricultural value chains has been approved. The project builds on support to farmer organizations in Africa program (SFOAP 2013-2018). The project beneficiaries will be the farmers through farmers' cooperatives funded under the European development fund with co-financing from IFAD through the Eastern Africa Farmers' Federation (EAFF). The project is expected to commence late this year or early next calendar year. An agreement of cooperation was signed between UCA and Vi-Tree Planting Foundation in June 2018 for implementation of a five-year project (1st January 2018 to 31st December 2022). The project aims at Farmers' livelihood improved through empowered cooperatives that influence and contribute to the local policy and regulatory environment and to offer demand driven services to their members in Uganda. The project implementation started and is supporting Cooperative Unions and ACEs.

The Producer Organizations Activity (POA) has been extended for fourteen (14) months and will continue to support producer organizations in advocacy.

Youth empowerment and gender mainstreaming

According to 2018 estimates, the population of Uganda is around 44.27 million, up significantly from 2013's estimate of 33,640,833 (World population review). The youth in Uganda are the youngest population in the world with 77% of its population being under 30 years of age (Wikipedia). Notable in the findings is the revelation that females constitute the biggest percentage of the total population of Uganda, with 51% compared to males at 49%. The national sex ratio stands at 94.5 males for every 100 females. (New vision: 19th November 2014).

This calls for concerted efforts of every partner to supporting the youth and women.

During the year, UCA played a critical role in youth empowerment and gender mainstreaming across the country. The team provided technical support in form of training and mentorship to over two hundred (200) youth groups in addition to implementing women programs through their various groups and cooperatives across the country. Youth and women have been equipped with the necessary skills and knowledge in leadership, record keeping, Business management, financial literacy and management. Majority of these youth and women groups and cooperatives that underwent these trainings have been able to start and run successful businesses. Capacity building programs are still ongoing and more opportunities from our partners are coming in to support this cause. Still with funding through the Eastern Africa Farmers' Federation (EAFF), UCA will participate on a three year project that will cover Kenya, Rwanda and Uganda with Burundi participating in knowledge management activities of the project. UCA will also take a critical role on the National Implementation Committee.

The Coperative Bank

According to The World Bank's Global Findex Database, approximately two billion adults are unbanked. In Uganda, 44.4 per cent of the people now have access to formal banking more than double in 2011 but the number being driven by mobile money accounts which stands at 38 per cent. About 33% of Ugandans keep money at home or a secret place, followed by Village Savings and Loans Associations at 16% (Financial sector deepening Uganda). It is on this background that UCA and the cooperators passed a resolution to restart a Cooperative Bank to create access to financial services by the cooperators especially the small holder farmers. UCA organized a National stakeholders' meeting and cooperators unanimously agreed to start a Cooperative Bank. With technical support from Agriterra, a feasibility study was conducted and as a way forward, massive mobilization for capitalization of Uganda central cooperative financial services (UCCFS) is ongoing. UCCF is willing and ready to transform into a Bank once the cooperators raise the required capital to operate it like a Bank.

Cooperative Education, Training, Guidelines and Material

UCAs' performance in capacity building and training in the cooperative curriculum is comparable to none due to the fact that UCA is a hub of cooperative knowledge with highly skilled, knowledgeable and cooperative professional team at the Secretariat. Based on the uniqueness of Cooperative Business, it is then paramount that a person understands them better to be able to deliver quality services including conducting cooperative trainings/mentorships, development of operational material, policies and guidelines which is UCA's area of specialization. UCA in collaboration with the National Curriculum Development Center (NCDC) has started working on a new education curriculum that will incorporate cooperative education in schools to equip the young generation with cooperative knowledge and skills for inclusive growth and sustainability. Our working relationship with NCDC originated from the National students' debating competition that was organized last year in October by UCA and UBC that was telecast live. We implore the Government of Uganda to provide more support, grant and upgrade the two existing Cooperative Colleges: Kigumba and Tororo to a University status or degree awarding institutions to pave way for more graduates and professionals in the cooperative business. Benchmarking can be done from our neighbors of Tanzania (Moshi University) and Kenya (Cooperative University of Kenya).

Revival and Strengthening of Cooperative Unions

We undertook strategic measures to reviving and strengthening Cooperatives most importantly the old Cooperative Unions across the country that are still economically limping due to calamity that befell them. So far the recovery process has yielded better returns in terms of governance, management, recovery of Assets, compensations, systems overhaul and Business. The best examples include Sebei- Elgon Cooperative Union, West- Acholi and East-Acholi Cooperative Unions and others which are now back to Business. We are very optimistic that with our intervention together with other partners and Government most of the Unions falling under this category will recover soon and will be back on the road.

Strategic Partnerships

UCA team has heavily invested in strategic partnerships both at National, regional and international level. Strong formal partnerships have been created with cooperative development partners including Uganda Coffee Development Authority (UCDA), Community Agriculture Infrastructure Improvement Program (CAIIP), UGACOF, Swiss Contact, Puliida, Agriterra, Uganda Coffee Farmers Alliance, Ministry of Agriculture, Animal Industry and Fisheries, National Forestry Authority, Ministry of Energy and Mineral Development, research organizations and the Academia among others. These partnerships have created synergies in our implementation and hence better results in the field. UCA's good working relationship and partnership with the Ministry of Trade, Industry and Cooperatives has created harmony and improved service delivery in the Cooperative Movement.

Positioning Cooperatives into other viable sectors like energy

Uganda is richly endowed with renewable energy resources for energy production and the provision of energy services. The total estimated potential is about 5,300 MW which remain largely unexploited, mainly due to the perceived technical and financial risks. Uganda has a considerable potential accumulating to over 2,000 MW but with installed capacity of 822 MW, mostly consisting of hydropower (692 MW; 84%). Two large-scale projects with a total of 783 MW are currently implemented and planned to be completed in 2018. Other large-scale sites with a potential of more than 1,500 MW have been identified as well as 59 mini hydropower sites with a potential of 210 MW. Recently, the Ministry of Energy and Mineral Development permitted the construction of five small hydropower projects with a total capacity of 33.7 MW. Some of these are developed under the GET FiT program.

Uganda is also endowed with favorable solar irradiation of 1,825 kWh/m² to 2,500 kWh/m² per year. Small solar applications are often used in rural electrification projects such as Solar Home Systems or solar water heating. Over 30,000 solar PV systems have already been installed to in rural areas. The government intends to build a 500 MW utility-scale solar plant and awarded the implementation to Ergon Solair, a Taiwanese-US partnership. The capacity will be split up into four parks of 125 MW. The construction of the first park was planned to start in 2014 with an expected completion by October 2016. Additionally, the Electricity Regulatory Authority (ERA) has green lighted the construction of a 10 MW PV plant by Dubai's Access Power MEA, the first PV project to benefit from the Get FIT scheme. Geothermal resources is estimated at 450 MW. So far, three potential areas, all situated in Western Uganda, have been identified for detailed exploration. Measurements at two sites at Kabale and Mukono for wind energy showed an average wind speed of 3.7 m/s at 20 m. With all the available potential, Access to electricity in 2013 at national level in Uganda is very low with 15% (1991: 5.6%; 2006: 9%; 2010: 10%) but only 7% in rural areas.

UCA in partnership with Rural Electrification Agency (REA) and MTIC embarked on mobilization and capacity building of the Energy Cooperatives across the country to prepare them to be able to tap into this business potential. UCA and REA are focusing on a strategy to mobilize communities to form energy cooperatives and still assist them create business linkages with other forms of cooperatives.

Cooperative week and celebrations

The year 2017/2018, UCA took lead in organizing cooperative week activities and the international cooperative day celebrations in Jinja. Activities aimed at actualization of the seventh principal for Cooperatives "Concern for community" including National Tree planting campaign in schools, National cleaning exercise, Nation-wide blood donation, IK Musaazi memorial lecture and Symposium were successfully accomplished. UCA wishes to appreciate all Cooperators, Development partners, the Ministry of Trade, Industry and Cooperatives for all your support and participation through the cooperative week. On a special note, we wish to extend our appreciation to the Leadership and Management of WALIMU SACCOS UNION who hosted the cooperative event and the support they provided both financial and non-financial.

Regulation of Tier Four Microfinance Institutions including SACCOs

UCA and the Cooperative fraternity across the country welcome the idea of creating a good and robust regulatory framework that will bring professionalism and best practices in Cooperatives including SACCOs. However, the regulatory regime should not compromise their Cooperative identity, principles and values. This is why it would be more prudent for the architects of the Tier Four Micro Finance Institutions and Money Lenders Act and the Regulations to have widely consulted the Cooperators, UCA (Apex), SACCO Unions and key stakeholders to collect their views and ensure that they are considered. The failure to carry out wider consultations and worse still ignoring the views of the few cooperators who had attended some consultation meetings has created unrest in SACCOs across the country. A case in point is where, during the year, Uganda Microfinance Regulatory Authority (UMRA) went across the country on a sensitization mission, they met a lot of resistance. We call upon whoever is behind this law to listen to the concerns of SACCOs including allowing them a representation on the UMRA Board. Based on different petitions by the SACCOs, UCA and Uganda Credit and Savings Cooperative Union (UCSCU) organized meetings at regional and National level which views were forwarded to UMRA and the Ministry of Finance for consideration. The UCA Secretariat wishes to extend appreciation to our Senior Cooperators Rev. Fr. Gaetano Batanyenda, Rev. Fr. Safari Emmanuel and others who organized a meeting with the Prime Minister and the meeting was successful. UCA and the entire cooperative fraternity is committed to continue engaging Government and UMRA to address the concerns of the SACCOs.

13 UCA COFFEE PROJECT

In June 2017, Uganda Cooperative Alliance Ltd. (UCA) and Uganda Coffee Development Authority (UCDA) entered into partnership on the basis of realizing the complimentary roles of each other in elevating the plight of the smallholder coffee farmer to maximize the benefits of the latter's engagement in the coffee sector.

Whereas UCDA is a statutory organization established by an Act of Parliament of 1991 (as amended 1994) Cap. 325 under the laws of the Republic of Uganda with a mandate to promote and oversee the development of the entire coffee industry by supporting research, promoting production, controlling the quality and improving the marketing of coffee and other matters connected therewith in order to optimize foreign exchange earnings for the country and payments to the farmers. Furthermore, its function is to provide coffee specific extension services, among others.

And whereas Uganda Cooperative Alliance Ltd (UCA) is an umbrella body of Cooperatives in Uganda registered in 1961 under the Cooperative Ordinance 1946 as amended registration no. 1850. UCA with its three mandates: Advocate and represent cooperatives in Uganda at all levels; Provide education and training in the proper leadership, management and operations of cooperatives, business skills and management and; to mobilize resources for the Cooperative Movement in Uganda has developed and accumulated experience, approaches and models in mobilizing, facilitating formation, mentorship and strengthening of farmer organizations particularly cooperatives in various value chains.

The partnership also recognizes that Farmer Organizations and Cooperatives play important roles in helping farmers improve their bargaining power and letting members benefit from economies of scale in particular increasing production and productivity, bulking products, ensuring value addition, accessing markets and capturing higher share of the value added in the coffee supply chain.

UCDA and UCA therefore have common interests in the economic development of the individual coffee farmers, farmer organizations/cooperatives and their communities in Uganda.

Therefore a cooperation framework was deemed necessary between UCDA and UCA for the interim period that guards the interests of the parties with the ultimate aim of development of the coffee sub-sector in Uganda. The basis of this cooperation framework was drawn from the coffee road map initiative number fourth of the nine initiatives which focus on; "Strengthening farmer organizations and producer cooperatives to enhance commercialization for small holder farmers and ensure broad access to extension, finance, inputs and aggregation".

The deliverables under the this partnership focuses mainly to leverage on the core expertise and mandate of Uganda Cooperative Alliance in mobilizing and organizing farmers to form or join farmer organizations mainly cooperatives, ounce formed, Uganda Cooperatives Alliance works with them to organize, build and strengthen their capacity to engage in business and deliver support services to their members in the respective value chains.

One of the most prominent Farmers in Kiboga who produces a lot coffee in Kyekumbya

To actualize the MOU, an assessment was carried out in the 16 districts and below is the summary report

UCA COFFEE PROJECT

Coffee is one of the most important cash crops in Uganda playing a major role in the livelihoods of many people in the country accounting for about 20–30% of foreign exchange earnings. About 500,000 households depend on coffee production and the coffee industry employs over 3.5 million families through coffee-related activities (UCDA, 2012).

The National Coffee Strategy 2015 – 2020 highlights areas which still constrain the coffee subsector, ranging from production, value-addition, quality, marketing, domestic consumption, among others. And in order to address these and also to operationalize the National Coffee Strategy, the Uganda Coffee Development Authority has developed 5 Pillars with Strategic Objectives. These Pillars include;

Pillar 1: Production and Productivity
Pillar 2: Quality and Value-addition
Pillar 3: Market Research and Development
Pillar 4: Domestic Consumption
Pillar 5: Institutional Development

However, in order to achieve Pillars 1 to 3, UCDA has made a strategic decision to focus on strengthening coffee farmer organisations, especially co-operatives, with a view of fostering increased smallholder farmer participation in more activities of the coffee value-chain. This is premised on the fact that Co-operatives in Uganda transcend all spheres of the economy and they are wide spread in all the major sectors, including agriculture. To this end UCDA has chosen to work with the Uganda Co-operative Alliance (UCA) in a strategic partnership to support this strengthening exercise. This is based on UCA's proven methodology in supporting FOs, especially co-operatives, formation and strengthening, over 5 decades.

This partnership is expected to help both organisations to realise their complimentary roles in elevating the plight of the smallholder coffee farmers to maximize the benefits of the latter's engagement in the coffee sector. As an entry level activity, a capacity assessment exercise was planned to identify coffee farmer organisations' (FOs) underlying capacity gaps for UCA and UCDA to develop strategic interventions aimed at supporting them to provide needed business services to members for improved production, value addition and marketing of coffee.

During the exercise, FOs were sampled from sixteen districts in the two UCDA coffee regions. 7 were selected from the East and 9 from the West. Those from the east included: Bududa, Kapchwora, Iganga, Kween, and Bugiri, Kaliro, and Kamuli districts. The West included Kasese, Mityana, Mubende, Bundibujjo, Kabalore, Masindi, Hoima, Kiboga, and Kamwengye districts.

The assessment covered eight key performance areas; FO Legal Structure & Governance, Relevance of FO & its activities to members, Member Loyalty, Provision of Business Support

Services to members, Business Management & Organizational sustainability, Administration, Finance Management and Internal Control System, FO Activity Implementation, Relationship with external environment & Cross-cutting issues. The assessment revealed that most groups (80%) have some sort of legal status, either as registered Farmer Associations/CBOs at Sub County and district or as cooperatives.

The assessment also revealed that in most groups, members are proud of associating with their FOs, but their loyalty is affected by the limited services received from the FOs. This provides an opportunity for UCDA and partners to take advantage of the responsive and interested members, with hope that if the FOs are supported to develop appropriate business models for service delivery, it will have an immediate and direct positive effect in as far as improving coffee production at farm-level is concerned.

This report makes several recommendations for UCDA to achieve its overall goal, and all are directed towards strengthening the capacity of the coffee famer organizations to enhance their capacity to enable their members to favourably participate in commercialization of the coffee sub-sector.
Uganda Cooperative Alliance (UCA) is committed to this cause and is ready to support all areas of FO capacity building, in collaboration with Uganda Coffee Development Authority (UCDA) and other key stakeholders, so as to enable smallholder farmers to participate more and better in the whole coffee value chain.

Recommendations and proposed interventions by UCA with Support from UCDA

Basing on the data collected from the field for this capacity assessment and the gaps identified herein, UCA would recommend the following interventions in order to fill the gaps identified in the different farmers organizations sampled from the 16 coffee farming districts in Uganda:

(i) Support the FOs register as Business oriented institutions to ensure that they get formal and legally accepted structures which can actively support members in the Coffee Business and value chain.

(ii)Support FOs in the development of operational procedures and Guidelines; Policy formulation to guide their governance and business operations and uniformity.

(iii)Support the FOS in Strategic planning, business modelling which leads to development of productive and bankable Business plans

(iv)Support the FOs come up with proper Governance structures and ensures that there are regular audits and members' feedback and accountability meetings conducted according to the guidelines provided in the Ugandan laws.

(v)Support to build the Capacity of UCDA field staff in identifying, working and supporting FOs.

(vi)Support building and strengthening FO linkages across the coffee value chain especially business linkages in line with access to input and other production related requirement suppliers, post-harvest handling facilities, marketing and value addition actors so as to maximize benefits to the coffee farmer and build roots for sustainability.

(vii)Support the FOs in resource mobilization to ensure that there is increase in share capital growth and raising any other resources to increase membership in the FOS, hence more coffee production and Markets.

(viii)Support the FOS in conflict and Dispute Resolution to ensure that the groups and FOS stick together to grow and market more coffee.

(ix)UCA to Support in the development of Coffee tailored manuals to ensure that the operations of the FOS have strategically guided trainings and interventions for purposes of sustainability.

(x)Work with UCDA to identify avenues and ideas to popularize the coffee policy.

(xi)Build capacity of FOs to actively engage partners who can Fully sustain and support the coffee Sector through local advocacy at local and national levels using the FACT (Farmers advocacy consultation Tool).

14 REPORT FROM PARTNERSHIPS & BUSINESS DEVELOPMENT UNIT

A new unit was set up at Uganda Cooperative Alliance Ltd (UCA) to develop, engage and coordinate new business partnerships for cooperative development to the benefit of the current and potential UCA membership. The unit currently has 2 staff but works closely with the various unit managers and project coordinators to develop concepts, project and program proposals for potential funding from the various development partners. In addition, this unit develops and negotiates memorandums of understanding with various organizations that are of strategic importance to both the secretariat and cooperative movement at large. To date several projects and MoUs have been successfully designed, negotiated and contracts signed with several organizations as listed below.

a) Project for Empowering Farmers through Cooperative Agribusinesses.

This is a 5year project that started in 2018 being funded by Vi-Agro Forestry and will end in 2022. The project intends to build the capacity of UCA which will in turn replicate the same to selected cooperatives to deliver services such as effective representation of member interests, lobby and advocacy, strong and sustainable production and market linkages. The project is being implemented in four Unions which include; West Buganda Coffee Union in Masaka District, South Buganda Grain Cooperative Union in Lwengo District, Sebei Elgon Cooperative Union in Kapchorwa District and East Acholi Cooperative Union in Kitgum District. The Project will also support strengthening of six Area Cooperative Enterprises including Kabonera ACE in Masaka District, Mateete ACE in Sembabule District, Twezimbe ACE in Kyankwanzi District, Bbaale ACE in Kayunga District, Bukusu ACE in Manafwa District and Kagumu ACE in Kibuku District.

b)Training of Farmers under the Electronic Voucher Management System (EVMS) under MAAIF's Agricultural Cluster Development Project (ACDP).

The government of Uganda, through MAAIF, developed the Agriculture Cluster Development Project (ACDP) to operationalize the non-Agricultural Technology and Agribusiness Advisory Services (ATAAS) Project component of the Agriculture Sector Strategic Plan. The main objective of ACDP is to raise on-farm productivity, production and marketable surpluses of selected agricultural commodities in specified geographical clusters. The project will support activities designed to raise both productivity and overall production of maize, beans, cassava, rice, and coffee in 12 selected high-potential agricultural areas termed "clusters" in Uganda. The Core beneficiaries of the project will be farmers and other agriculture value chain actors at the local, district and national levels. The key instrument that will be used for the delivery of ACDP support to beneficiaries will be the E-Voucher.

In this regard, Ministry of Agriculture Animal Industry and Fisheries (MAAIF) has contracted United Bank of Africa (UBA) to set up and run an electronic voucher management system where farmers will access the agricultural subsidies on a diminishing matching grant basis. UBA has recognized UCA's relevance, experience and expertise in farmer training, capacity building and thus contracted it to train 450,000 farmers in 42 districts across the country. The 3-year training will be in the recommended agricultural production practices and technologies. The roll out in the selected districts will be phased with the pilot districts being Amuru, Nebbi, Ntungamo, Kalungu and Iganga.

REPORT FROM PARTNERSHIPS

c) Extension of the Producer Organization's Activity (POA) Project till December 2019

The Producer Organization's Activity is a USAID funded project through Technoserve Inc. under the larger Feed the Future Program. The project was initially scheduled to end in June 2018 but we have managed to secure a cost extension till December 2019. UCA is a sub-recipient under the contract and supports the delivery of result area three whose focus is on strengthening local level advocacy capacity of PO to enable them advocate and influence decisions geared towards improving the enabling environment for Agriculture. In pursuit of this agenda, UCA plays a facilitative role by strengthening capacity of Farmers and their organizations to engage with key decision makers on matters that affect their businesses in the agricultural value chain. UCA uses the FACT methodology in the implementation of result area three.

d) Training of Youth Farmer Groups under Swiss Contact

Swiss Contact (SC) is a Swiss Foundation for Technical Cooperation incorporated under the laws of Uganda and is implementing projects following a market systems approach, fostering partnership and collaboration among different actors in the ecosystem to increase income opportunities for targeted beneficiaries through strengthened relationships and networks. This is very much in line with the cooperative ideology and thinking so it's against this background that UCA is supporting SC to train and mentor the youth groups that they are working with to transform into cooperatives. UCA has formally signed a 5 year MoU with SC to further this cause.

e) MoU with Ministry of Agriculture Animal Industry and Fisheries

The government of Uganda through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is in final stages of reviving the government agricultural extension system in the country and has also put in place a new Directorate of Agricultural Extension System (DAES). MAAIF has recognized UCA's experience, competence and internal capacities in extension service provision and partnered with it to support each other in; training of agricultural extension workers on agriculture in farmer institutional development, Development of agricultural training kits, Dissemination of information technology for the extension workers, enhancement of collaboration and coordination between MAAIF and district levels among others.

f) MoU with PULIIDA

UCA signed an MoU with Puliida a not-for-profit company incorporated under the laws of Uganda whose core objective is to offer transactional legal assistance and training to cooperatives, farmer groups, agribusinesses and social entrepreneurs. The MoU intends to provide a framework of cooperation and facilitate collaboration between the 2 organizations in supporting each other in areas including; a) work together to identify legal knowledge gaps within UCA and its member organizations and develop appropriate legal solutions, b) Mobilizing resources to develop legal resource materials and facilitate legal training programmes for cooperatives in Uganda, c) producing and distributing knowledge products pertaining to cooperatives' transactional legal needs in areas of formation, registration, governance, agreements, real estate, intellectual property, finance, insurance, marketing etc. and d) working together on issues of advocacy, programming, engagement and fundraising among others.

f)National Curriculum Development Centre (MoU)

UCA has also signed a partnership agreement with the National Curriculum Development Centre (NCDC) a corporate autonomous statutory body/agency under the Ministry of Education and Sports (MoES) responsible for the development of educational curricula for Pre-primary, primary, secondary and some tertiary institutions in Uganda; The MoU was entered for purposes of incorporating Cooperative Education in the secondary curriculum since NCDC was in the process of reviewing the Ordinary Level Curriculum. This came after the National Kiswahili Debate on cooperatives at the Uganda Broadcasting (UBC) service grounds on 21st October 2017 which attracted over 30 schools. The debate was very engaging and vigorous where students discussed the relevance of cooperatives in the society. One of the resolutions from the debate was a need to incorporate cooperatives in the secondary school curriculum.

15 UCA NURSERY BEDS PROJECT IN NEBBI

Uganda cooperative Alliance Ltd (UCA) acquired land in Nebbi for starting various projects and initiatives like coffee seedlings to sell to Uganda Coffee Development Authority (UCDA) and supply local communities, tree seedlings, cassava cuttings and fruit seedlings to Operation Wealth Creation (OWC) and interested farmers. These initiatives would work as technology demonstration to farmers, source of quality planting materials and also as income generating ventures to UCA.

Because of the assured demand for coffee seedlings, UCA has established a nursery bed structure and operates a coffee seedlings pilot scheme, where piped water was extended to parts of the Aluyi dry corridor gravity flow scheme for use on the project activities.

The period July 2017–June 2018 has been a phase of both investment in structure basics like permanent shade net structure, water supply and raising coffee seedlings to meet the demand from UCDA.

So far a total of 90, 000 seedlings (14,000 in 2017 Sep. + 76,000 June 2018) worth 31,600,000/=were supplied to UCDA designated recipient farmers in Nebbi District in season b 2017 and season a-2018 and another 50,000-70,000 seedlings are ready for supply in the August-October season.

Plans under way for utilization of the land

1.Expand the shade structure capacity to hold more and various seedlings.
2.Following meetings with potential customers (OWC), trees, fruits and cassava cuttings sections will be started
3.Build a workers house and store at site
4Fence all or part of the land
5. Process the land title

Challenges

During the period under review, some of the challenges included:

- Unpredicted weather patterns especially the early onset of rain season which did not last affecting our projected output level and sales as some seedlings had to be retained in the bed for lack of rains in the area.

- Inconsistent water supply, UCA invested in extending piped water to the site so as to be able to produce or manage the projects with no water but the period especially June-July has had many shortages which has caused some delays and need to construct a bigger capacity water reservoir to hold water for at least a week or two in situations of cut off due to repairs and service by operators as it has been the case.

- Delayed payments by UCDA/customers, which puts pressure on the financial situation of the organization.

16 POA PROJECT

The USAID Feed the Future, Uganda Producer Organizations Activity (POA)

Strengthening Local Level Advocacy using the FACT methodology

Introduction

Uganda Cooperative Alliance (UCA) in Partnership with TechnoServe Inc. are implementing the Producer Organizations Activity POA with support from USAID, Feed the Future in Uganda. The activity focuses on 12 of the Feed The Future (FTF) Uganda districts in the South Western, Eastern, Central and Northern Region. 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 as stated below:

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.*

UCA is a sub-recipient under the contract and supports the delivery of result area three whose focus is on strengthening local level advocacy capacity of PO to enable them advocate and influence decisions geared towards improving the enabling environment for Agriculture. In pursuit of this agenda, UCA POA plays a facilitative role by strengthening capacity of Farmers and their organizations to engage with key decision makers on matters that affect their businesses in the agricultural value chain. UCA employs the FACT methodology in the implementation of result area three. The project is implemented by a core Activity team of 6 full time staff and administrative support by 3 staff at UCA.

For the period under review UCA continued to implement its advocacy mandate with a specific focus to strengthen POs capacity for Local level advocacy and engagement. POA takes a facilitative role that focuses on Farmer led advocacy through their POs. The thrust for 2017/2018 was to consolidate engagements and increasing spaces and opportunities for structured engagements between POs and decision makers. UCA did this through sub-county and district level stakeholder dialogues, meetings with decision makers as well as ensuring PO issues are well analyzed and documented before submission to decision makers. An important part of this work was to ensure the active participation of farmers through their POS in the Local Government planning and budgeting processes. As a result of these engagements, we have had a number of PO issues taken up and integrated in to the LG plans and budgets for the financial year 2018/2019.

Advocacy for improved infrastructure for Agriculture and Markets

UCA through the Producer Organization activity has empowered POs with capacity to lobby and advocate for an enabling environment for Agriculture and markets. With this capacity POs were able to lobby Local Governments to open community access roads that have improved movement of goods and services as well as increased accessibility to the POs and their members. Amach, Bobi, Bigando, Rugendabara and Bugabo POs have all engaged on issues of roads infrastructure and achieved success at various levels ranging from budget commitments to implementation. In Masindi, UCA supported BOMIDO to follow up with the district on the issues of Land for warehouse construction. The process is yet to be concluded. At the moment it's being discussed at the council levels

POA PROJECT

The road from Corner Amach to the Health Centre advocated for by Amach Cooperative.

Institutionalizing advocacy in PO structures

As part of ongoing capacity strengthening in local advocacy, UCA through POA trained 27 advocacy champions. The champions are positioned in POs as volunteers and their work is to facilitate linkages and information flow between the PO and decision makers. The advocacy champions have facilitated issue identification, aggregation and presentation to decision makers. This has increased structured participation and engagement on agricultural related issues in the POA districts of operation. This has also contributed to structured advocacy interventions in POs and more responsiveness to member issues and concerns that relate to the policy and enabling environment for Agriculture. This ultimately will lead to a more organized farmers' movement based on local issues but with capacity to influence at various levels.

Mr.Tumusiime James Advocacy champion Kamwenge Tukorere Hamwe presenting farmers' issues during the just concluded District Dialogue.

Increasing space & strengthening Voice through district level advocacy platforms

Mr.Tumusiime James Advocacy champion Kamwenge Tukorere Hamwe presenting farmers' issues during the just concluded District Dialogue.

UCA through POA has continued to facilitate space for engagements between farmers, cooperatives and decision makers. Using the platform model, UCA has facilitated formation of district platforms for farmers and cooperatives in Gulu, Lira, Kamwenge, Mubende and Lwengo on top of the previous one in Bugiri. Additionally we have activated platforms in Kasese district. Quarterly dialogues in these districts organized by the platforms have continued to strengthen relationship between rights holders, stakeholders and duty bearers along the value chains in the agricultural sector. This has resulted in increased influence of farmers on the LG decisions in the sector. The platforms are also spaces for information sharing to and from different sector actors including traders, agri input dealers among others. The model focuses on sustainable management of the platforms and this calls for the active ownership of the LG production department. This has been well received and LGs are responsive.

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POA PROJECT

"there are things that we need to talk about together as leaders and farmers. Over 86% relies on agriculture so there is no way the LG will avoid sitting together to tackle the challenges. This kind of dialogue is what brings solutions to the gaps. There are indicators that are not good. Land utilization is less than 40 % in Gulu District. It stands between 30 to 40 %. If so, how much can we do with 70 % untouched? Unfortunately very few people are able to plough 70% plus. Government will continue to do what they do always, the rest is up to us farmers" Hon. Ojara Mapenduzi LC5 Chairman Gulu during the district dialogue organized by the Platform.

"when we got an opportunity to share what we do as a PO during the recent dialogue organized in Lwengo, the District leadership picked interest in what we do and have chosen to Further support the PO to become a model cooperative in the district" Chairperson of Kkingo cooperative society and a trained advocacy champion

POs influencing LG Planning and Budgeting decisions

Through POA POs have got capacity to meaningfully engage and participate in the LG planning and budgeting processes. While Uganda runs a decentralized system with focus on locally generated priorities, this has not meaningfully happened in most areas. This is because farmers are not aware on even without capacity to participate in an informed way, or there is lack of such opportunities coupled with the limited resources at the disposal of LGs to involve everybody. POA through the advocacy champions trained by UCA and the PO leaders trained in the FACT methodology has been able to empower farmers but also facilitate such spaces for farmers to formally engage and present issues. POs have got capacity to identify, aggregate and process issues, document and present them to LG decision makers. This has increased PO influence on the LG plans and budgets as well as prioritization of farmers issues. A total of 13 POs out of the 26 across the 12 districts presented issues and all were accepted by LGs, integrated in the plans and budgets and these have been approved. In Kamwenge for example, the district slashed 50% off inspection fees from 100,000 to 50,000 UGX per inspection shift that is done twice each season this will help farmers reduce capital cost and maximize profits as master the art of doing farming as a business. In Gulu, this Financial Year, Production department was allocated a sum of Ugx 1.534.073.287 Billion up from Ugx 1.1 Billion allocated last Financial Year.

UCA POA has also strengthened capacity of Rugendabara, Kiima and Bigando to participate in the LG Budgeting and planning cycles, and among 8 issues presented 6 Issues have been included and approved for implemented in the 2018/19 FY and these include; Strengthening agricultural extension services & Development, promotion of small scale irrigation through fostering water harvesting demos, support farmers in providing agrochemicals for pests/disease control for maize among others. This is a step in ensuring a good environment for farmers and steps towards commercialization.

Summary of POA Interventions 2017/2018

Indicator	West	North	Central	East	Total
Number of POs facilitated through advocacy activities	05	07	06	06	24
Number of POs that have presented issues to LGs	06	07	05	04	22
Number of Issues taken up by LGs	07	10	10	05	25
Number of Advocacy Champions trained	05	07	12	6	30
Number of POs that have participated in budget conferences & Committees	03	07	06	4	20
Number of active farmers advocacy platforms	01	02	03	01	07
Number of district Dialogues	01	02	07	04	14

17 MICROFINANCE UNIT

Project Name	MICROFINANCE UNIT
Main achievements for the quarter	•Successfully engaging Parliamentary Committee of Finance and Parliament of Uganda on the issue of upholding the Tax Amendment Act 2017 which gave a 10 year tax exemption to SACCOs in Uganda. •Arranged and engaged cooperators in the process of discussing legal and regulatory regime issues that are going to seriously affect operations of cooperators business. Such issues were raised before the Honorable Prime Minister of Uganda. We are making arrangements to meet Uganda Microfinance Regulatory Authority (UMRA), Ministry of Finance Planning and Economic Development (MoFPED), Bank of Uganda and other dignitaries. •The previous discussions with cooperators on the need for a having a cooperators bank, and their acceptance to take up Uganda Central Cooperative Financial Services (UCCFS) to be groomed into a Cooperators Bank, has ended into a feasibility study that will be conducted soon. This will pave way for forming a viable and feasible bank that will serve all cooperators. •Under VODP II Project, we successfully registered the Oil palm growers/Farmers of Kalangala Ssese Oil Palm Growers' Cooperative Society ltd. It was after a number of discussions and engagements with the oil palm farmers of Kalangala who finally agreed to form and register this cooperative and serious business will soon begin. We are preparing the SACCO to gain strength and confidence to handle big volumes of cooperators savings and loan demands. •Uganda Cooperative Alliance Limited (UCA) in collaboration with DGRV-German Cooperative and Raiffeisen Confederation have been implementing a Pilot Project where SACCO staff are trained to manage and use tools that improve on the manual system. These include: Savings & Loan Portfolio Management Tool (SLPMT) and financial business Management (Finbus-Mgmt). Trainings conducted in the previous quarter, which were at SACCO level and TOT for trainers created change in the identified SACCOs. Some governance issues affecting SACCOs were also handled and there some indicators of remarkable improvement. SACCOs supported under Pilot agreed to coat share and physically paid their portions. These SACCOs are: Busco, Biharwe, Bukiro, Bugamba, Ssaza, H-Save, Kijomoro, and Loro Oyam
Project Name	**MICROFINANCE UNIT**
Challenges	• Coinciding meetings and Communications to cooperators from UCA and UCSCU. These communications were majorly calling cooperators to attend meetings in relation to Tax exemptions and discussing cooperators concerns about the laws and regulations that are not favorable for SACCOs.
Opportunities	•Agriterra and Rabo Bank are ready and willing to support the feasibility study exercise for revival or formation of the cooperators' Bank. The study will start this year •Willingness of cooperators to transform the already existing cooperative (UCCFS) in to a Cooperators Bank. •UMRA and BOU willing to meet UCA to discuss legal issues likely to affect cooperators.
Recommendations	• We need to urgently organize meetings with high Authorities on the legal matters likely to affect SACCOs and cooperatives in general
Upcoming Events / Planned Activities	•Engage cooperators (Financial Cooperatives) in discussions that will enable them present their case to high authorities (Lobby and technical committees) •Making appointments and meeting with UMRA and Bank of Uganda Officials on legal matters that are likely to affect SACCOs •Remind UCA members to pay their annual subscriptions and engage the prospective members to buy shares. •International Cooperative day celebrations arrangements. •Designing Performance standards for all types of Cooperatives in Uganda

18 PROJECT FOR FINANCIAL INCLUSION IN RURAL AREAS (PROFIRA)

1.0 INTRODUCTION

International Fund for Agricultural Development (IFAD) and the Government of Uganda jointly designed the Project for Financial Inclusion in Rural Areas (PROFIRA), with the overall project goal of 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 Uganda Cooperative Alliance Ltd (UCA) Consortium has been providing trainings and technical assistance to seventy seven (77) Savings and Credit Cooperatives (SACCOs) in Western Uganda as opposed to the 73 SACCOS stipulated in the contract.

1.2 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.

1.3 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.

2.0 IMPLEMENTATION STATUS

The Implementation of year two Q3 & Q4 activities, started with a Training of Trainers for SACCO mentors and trainers and a planning review meeting in December 2017, where some of the lessons we learnt from the previous implementation led us to make some changes in implementation approach for Q3 and Q4. During this period, the Consortium activities included: conducting trainings in: Business Skills Development, SACCO Governance and Financial Literacy. Onsite trainings in SACCO Governance - 65 SACCOs, Business skills development - 39 SACCOS while financial literacy and savings mobilization - 36 SACCOs. In addition, M&E Data for December 2017 – May 2018 was collected from SACCOs.

The major challenges encountered and lessons have been detailed in this report and strategic interventions and innovations were drowned. Better implementation approaches agreed on will be used in year three, for better results. It was also rendered important to consider the deferent levels of SACCO growth and development when conducting refresher trainings in year three. We submitted our concerns to PROFIRA PMU take for consideration, more particularly on the adjustment of the deliverables agreed on in a number of meetings. This will also impact on the volume of activities and budget adjustments according to priority areas that suit the agreed changes for better implementation of year three activities.

UCA Consortium activities included: conducting trainings in Business Skills Development, SACCO Governance and Financial Literacy, Planning review meetings with team members for better strategic interventions, conducting onsite trainings and mentorship or technical support to SACCOs. The trainings covered: 17 SACCO in Governance, 19 SACCOs in Business skills development, and 15 SACCOs Financial literacy and savings mobilization. SACCO Mentorship work included: guiding SACCO Leaders in records keeping and collecting M&E Data for months of December 2017 to May 2018.

Technical Assistance (mentorship) for the SACCOs was done in all the 77 SACCOs. During the technical assistance, SACCO Boards and management were guided on the best way to succeed on loan recoveries. They were questioned on week staff and advised them to be so serious on defaulters in order to get successful loan recovery and to get successful timely loan disbursements. This will as well improve the SACCO liquidity position. Most of SACCO leaders were advised to have a strong savings mobilization drive and appreciate the differences in their roles and responsibilities.

SACCO Boards were further advised to have their Accounts audited, prepare for the AGMs, following the advice from the vetting committees, to filling positions for executive members whose term was expiring. Other areas of technical assistance included: Board to have basic stationery and Policy manuals, complete the strategic plans, budgeting and making chart of accounts.

Figure 1: Kanyabwanga peoples cooperative on-site training in SACCO governance at the church premises

SACCO Members fully participating in the Business skills development training, sharing their experiences and giving testimonies about the benefits of opening accounts with Muramba SACCO.

3.0 ACHIEVMENTS

Table 1: **Summary of M&E Areas and the Corresponding Performance Indicators.**

No.	Interventions/Activities and Set Targets. Q3 and Q4	Output Level Performance Indicators on for Q3 and Q4 of year 2	Outcome, results level achievements(qualified, quantified and outlined - Cumulative from July 2016 to date)	Impact level of achievement (Improvement in people's livelihood in terms of asset acquisition, access to financial services, education, health food security.)
1.	Financial Literacy and Deposit Mobilization Target was 27 SACCOs in Q3 and Q4, Y2. No Activity was Planned for quarterone)	15 SACCOs with 885 members were trained in quarter three and four - Activity is also Planned for June 2018. N.B : 61 SACCOs had been trained in year one andQ1, and Q2, of year 2, a total of 1590 - members were previously trained) (12 SACCOs will be trained in Q1 Y4 (this is the balance that was not covered due to bad weather conditions in Q4 y2)	61 SACCOs and 2,443 SACCO members (1,338 Male and 1,105 Female) were during year1 and year 2 Data reports with figures indicating: -Increase in Share capital, savings, loan portfolio and member patronage ▪ 89% of the trained members ! 2% in No. and type of products utilized. - ▪ Two: Fixed deposit and agribusiness products Total value of each type of product utilized n ot yet established	Success story: Biharwe SACCO Manager. : We managed to set up all the filling systems in place, most of the internal controls were put in place, loans ledger cards we separated from savings ledger cards in order to track well our information. cash control measures wereput in place I remember Mr. Shaba gave us an example of the cashier who used to get a lot of money from the reserve in the morning af reaching at the counter she could use the rest for her own business, she had a coffee business man who used to get money from her and he brings back at the closing time and or time he did not show up, so guess what happened. As a manager I got a lesson of giving out small amounts of reserve to my cashier. Different books of accounts were put in place and these book are updated on a daily basis and this helps us to produce monthly reports on time however much we use manual syste During this training we got to learn how to use few resources available. This statement brought something of this kind to m I had just finishe d my studies I joined this SAACO in November 2012 as a mobile money operator, in Feb 2013, th Manager, Loans officer and Cashier by then were arrested because of the crisis that was in the SACCO caused by them, I was left alone in the office with Shs 700 (seven hundred shillings) in the safe. Members had around 90,000,000=
2.	Business skills development 53 SACCOs were Planned for training during Q3 and Q4 of year Two	- 19 SACCO with 1,280 Members (M – 771, F - 509) were trained in Q3 and Q4 of yr2 - 2 SACCOs to be trained in Q1 of yr. 4	By end of Q4 y2, 39 SACCOs with a total of 2,943 members (1,673 Male & 1,270 Female) have been trained in Business skills development we are yet to establish the number of enterprises invested in through funding (i.e. savings or loan from the SACCO) By end of Q4 y2, 2,943 SACCO members have been trained in Business skills development and these are from a total of 39 SACCOs N.B: fu nds for training 32 SACCOs in under use for serious customized mentorship and guidance for category B and C SACCOs	(ninety million shillings) as their savings, the recovery rate wa at 04% but I did not give up, I stood firm, the story is long. I used the same 700= plus all the arrears I found thereto stop t crisis in a period of 15 days. The crisis stopped from there, the reason being using little resources to satisfy members' needs.
3	SACCO Governance 26 SACCOs were Planned for training during Q3 and Q4 of year two	In Q3 and Q4, 17 SACCOs with 1,337 members and 113 leaders trained, able to demonstrate the acquired knowledge. - 9 SACCOs to be trained in Q1 of yr. 4	64 SACCOs, 6,275 people (3,819 Male, 2,456 female), with 529 leaders trained, able to demonstrate the acquired knowledge in terms of: Understanding the SACCO organs and their roles and responsibilities. Understanding the legislation and regulation drives. good SACCO's governance practices 60% of 529 SACCO Leaders able to discuss and plan for: 60% of the trained SACCOs, Improving the internal controls and detection of fraud in their SACCO 30% Improved and increased savings 35% Increase membership, share capital	Turn around for Kihihi SACCO UCA consortium team (Joseph and Edward).sat with the boar members who were present (5) together with the DCO for we had communicated in advance to have this meeting with him. SACCO Manager got another job and left. Cashier went for maternity leave and never came back. Deliberations took plac Way forward was that with UCA technical advice and DCO's guidance, the SACCO should move on. Resolutions reached; •Call meeting for all shareholders to let them know the statu of their SACCO •To agree to sell the SACCO assets •Sale of some SACCO assets to get working capital •Tell the shareholders that money obtained fromthe sale is no for sharing but for loaning •Appoint new staff members since the former left the SACCO •Down size the Board members from 9 to 5 to speed up decision making and cut on costs •To always attend PROFIRA consortium trainings •To follow up turn around funds with Team leader and PMU. All members agreed to renew their membership by paying 5,000 •All members agreed to sell the SACCO asset and get working capital. Procurement committee to be elected on 30/8/2017 •Board to recruit new staff members.
4.	Strategic Planning Designing training Manuals No SACCOs planned for training in Q3 and Q4 of year 2, all trainings were previously conducted.	No SACCOs training conducted in Q3 and Q4 of year 2, all trainings had been conducted	! No. of SACCOs > 5years old now classified under A+ (i.e. with membership > 1,000; & OSS > 100%) Business turnover 73 SACCOs with 280Trained leaders able to : - 3% Demonstrate Improvement of the old strategic plans - Existence of New or revised SACCO strategic Plan using the prototype provided by the Trainer /mentor's and customise in the 79 trained SACCOs - 280 SACCO Leaders understanding the importance of the Strategic Planning and its use in the SACCO - 280 Trained SACCO leaders able to: Articulating or Reviewing the SACCO' s Vision, Mission and Values and intervention strategies including Business turn over.	

3.0 ACHIEVMENTS

Table 1: **Summary of M&E Areas and the Corresponding Performance Indicators.**

5.	Savings and Other Product Development No SACCOs planned for training in Q3 and Q4 of year 2, all trainings had been conducted.	No SACCOs training conducted in Q3 and Q4 of year 2, all trainings had been conducted	! No. of savings products ! No. of loan products • Not yet established Let's do it next quarter 74 SACCOs with 258 trained leaders, able to demonstrate the acquired knowledge in terms of: 1. Improved and increased savings and loan products 2. Increase membership, share capital and savings.	
			- Increase in Share capital, savings, loan portfolio and member patronage	
6.	Financial Management training No SACCOs planned for training in Q3 and Q4 of year 2, all trainings had been conducted	No SACCOs planned for training in Q3 and Q4 of year 2, all trainings had been conducted.	-Existence of externally audited accounts. • 49 SACCOs have Audited Accounts - Liquidity Ratio - Profitability Ratio • Details of each SACCO can be got from the date reports submitted 74 SACCOs and 289 SACCO leaders trained and agreed on the work plan for implementation in their SACCOs The training and mentorship work has demonstrated: • Improved records • Keeping and balancing and financial management controls. • Improved compliancy to the available policies and procedures. • Improved quality reports	Financial Data reports with figures indicating I increase in: - Share capital - Savings - loan portfolio - Membership Testimonies about what the situation was and the current stat after the trainings and mentorships.

Figure: **A graph showing the SACCO Performance trend comparing 1st June 2017 and 31st May 2018 for Category a SACCOs**

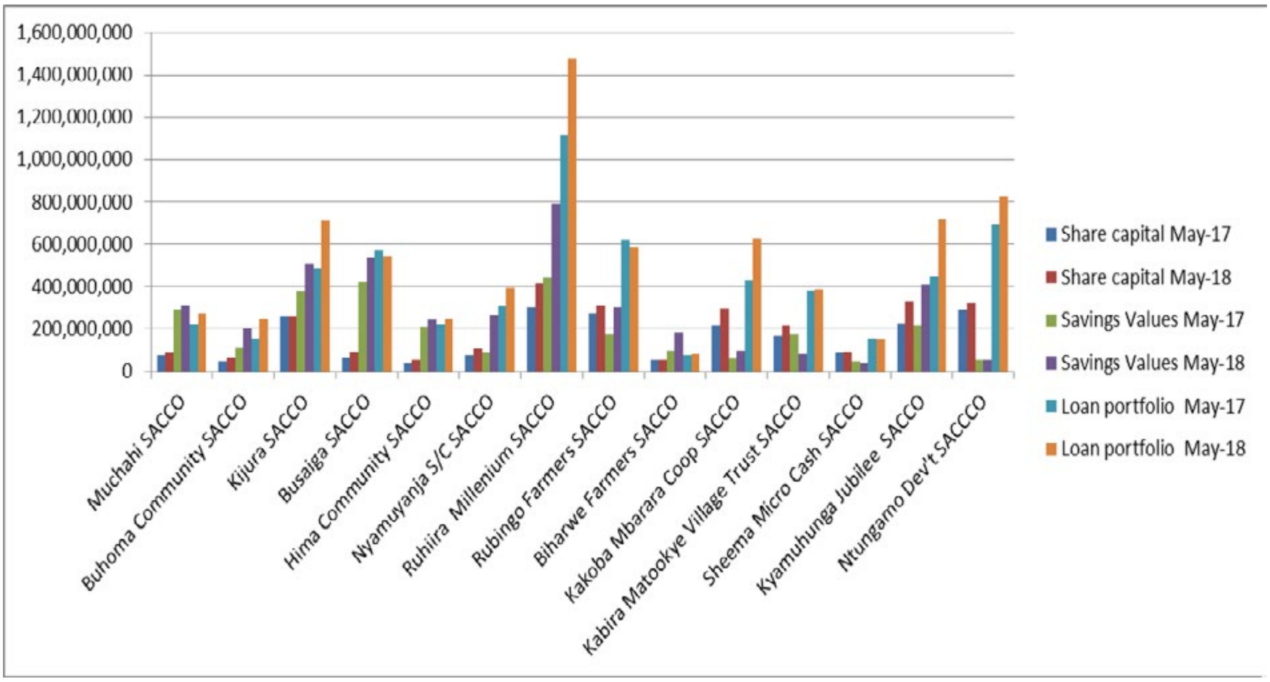


Figure 2: A graph showing the SACCO Performance trend comparing 1st June 2017 and 31st May 2018 for Category B SACCOs

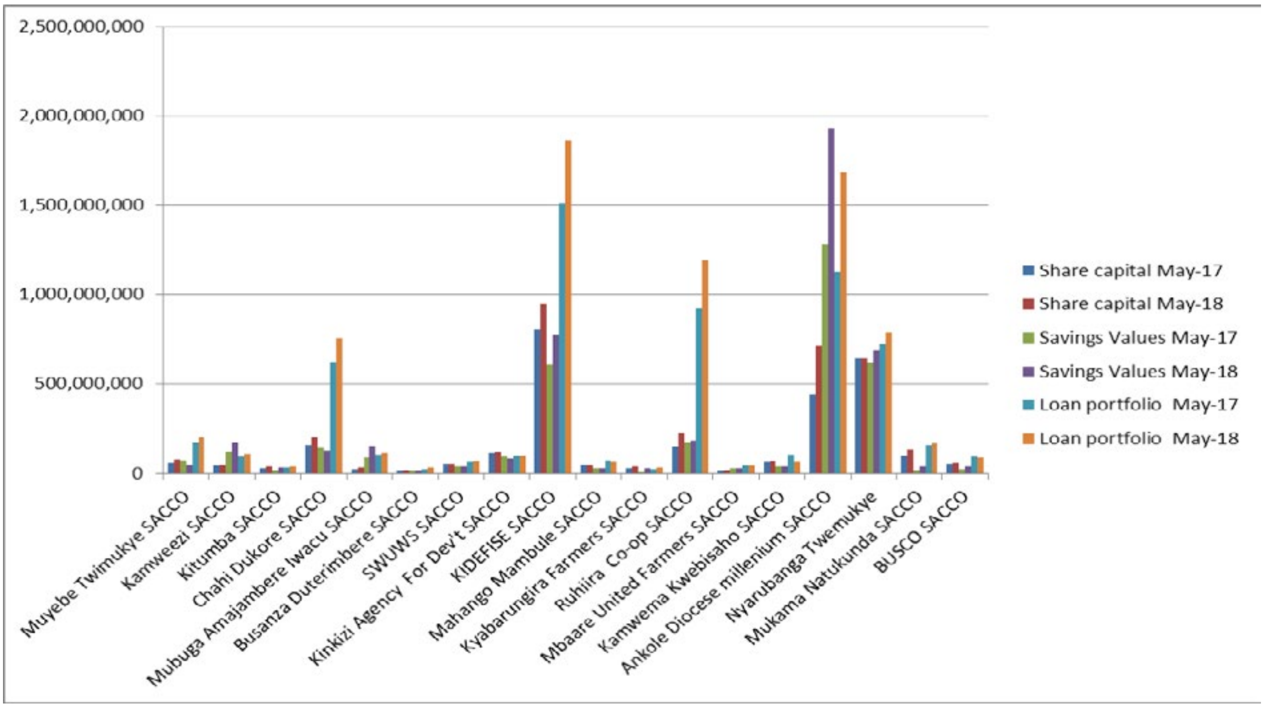
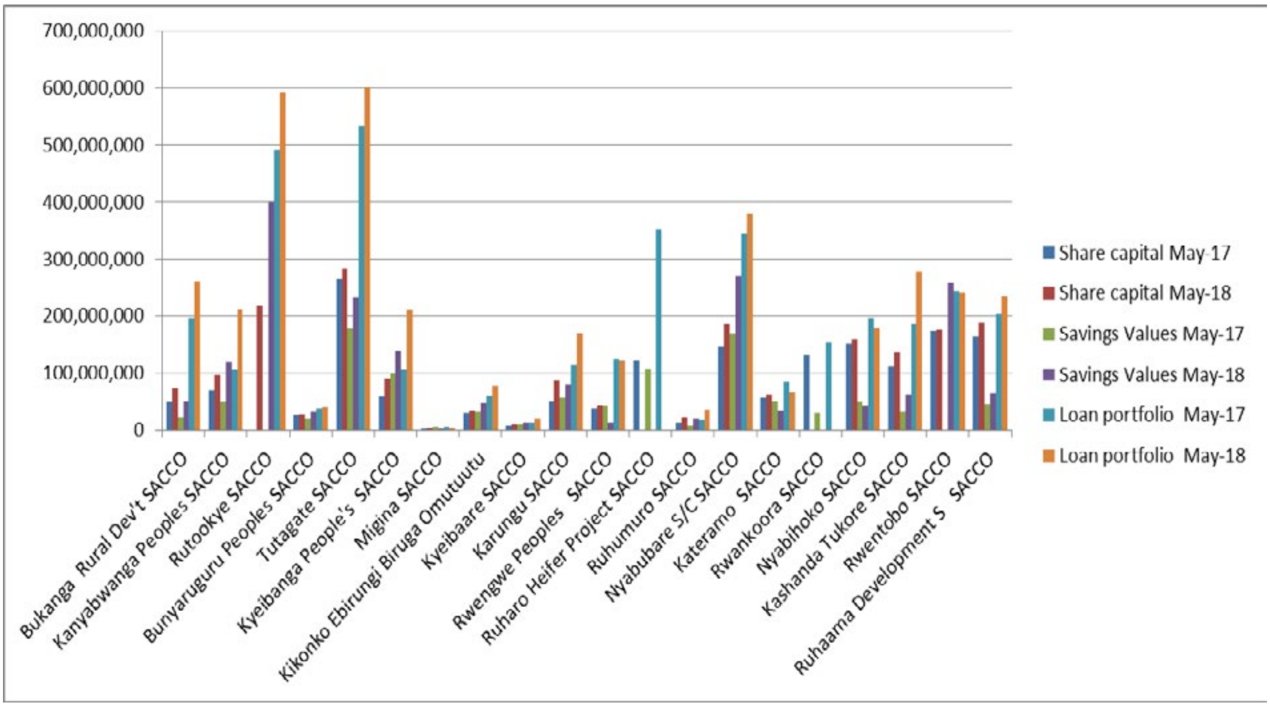


Figure 3: A graph showing the SACCO Performance trend comparing 1st June 2017 and 31st May 2018 for Category C SACCOs



4.0 CHALLENGES AND HOW THEY WERE ADRESSED

4.1 Challenges

a)Residential, Onsite training and Mentorship.

- SACCOs exhibited challenges in handling the Product development Process and Marketing/ promoting of developed products. Most of the SACCOs do not have the budget for piloting and rolling out the designed products. Extra technical support and guidance will be needed and SACCOs need to budget for activity for a successful product development process. This is currently beyond the assignment that was given to UCA consortium

- Designing Business Plans and designing products for SACCOs need an extra and serious engagement with SACCOs if we are to get better results, this is currently beyond the assignment that was given to UCA consortium;

- Accounting and Credit policies are key documents to use in order for the SACCO to succeed. Some SACCOs do not have reliable policies and procedures. DEMIS was assigned to handle Credit and default training, it is not clear to our consortium whether DEMIS is supposed to design SACCO credit policies as one of their deliverables, and this makes our SACCO Mentorship work so difficult.

- Some SACCOs are too week to fit into the agreed deliverable in the agreed three years project period. They need special and unique interventions other than what was planned or is expected from the service provider. Such SACCOs need a turnaround strategy.

4.2 How Challenges were addressed

- SACCOs were strongly advised not to be divided by politics, religion, and other affiliations but rather work as a team.

- The SACCO management staffs were advised to keep in close contact with UCA-PROFIRA officials for a technical advice.

- We recommended to PMU, suggesting new strategies and interventions that we believe will Couse change in SACCO performance. Weak SACCOs with weak or no operational policies and procedures should be supported to get, implement, and respect good and reliable policies

- Legal and regulatory authority should take action; at least the district cooperative officers under the Ministry of trade industry and cooperatives should be more active to ensure compliance to the laws, policies and procedures.

- Requested PMU to take the SACCOs and mentors through what they need to be captured in the report and to introduce the recently updated reporting temperate. Refresher training on date capture will also be encouraged.

5.0 LESSONS AND NEW INNOVATIONS

1.The key observations or lessons learnt:

a)The consortium should support SACCOs to customize prototype strategic plans provided during the training

b)Through its Mentors, the consortium should support SACCOs to establish the data and information to be used in the strategic plans.

c)The consortium should plan to organize continuous trainings on strategic planning to fully cover all leaders and management of the project SACCOs.

d) The consortium should support SACCOs to clean their data bank and reports so that actual baseline figures can be established to support financial projections in the strategic plans. Many SACCOs don't have accurate, timely, reliable and complete reports.

e) Support supervision and backup on mentorship is very crucial and should be intensified to enable SACCO leaders and their members implement what they leant from the trainings

f) Continuous guidance on development of relevant strategic plans, reviews and revision of some strategic plans is necessary

g) There is need to support SACCOs during annual reviews of their respective strategic plans given the fact that SACCO leadership regularly changes.

h) Need to hold the trainings focused on each SACCO since different SACCOs are at different levels, we will consider this during the refresher trainings

i) SACCOs need support in their respective areas to practically pilot at least one product, refine and Launch.

j) Continuous support supervision is highly recommended to ensure attainment of training objectives.

6.0 CONCLUSION AND RECOMMENDATIONS

1. PROFIRA PMU needs to consider supporting SACCOs to complete their Strategic Plans and pilot and roll out the developed SACCO Products.
2. PROFIRA PMU should support the designing of key SACCO Policies that drive the basic SACCO Operations. These include; Credit policy, Governance policy, Human resource policy, Finance and Accounting and strategic Plans in order to be used by SACCO mentors to enforce compliancy.
3. PROFIRA PMU needs to consider supporting SACCOs to establish a district-level forum/network to facilitate continuous exchange of knowledge.
4. PROFIRA PMU to accept the new methodology and allow Re- allocation of resources.
5. PMU to Encourage DCOs to participate and request for support from MTIC for the turnaround exercise.
6. PMU to encourage continuous meetings and discussions of UCA with DEMIS for harmonisation of the trainings and mentorship work.
7. PMU to consider financial support to some of the new innovations mentioned in this report

Photographs for Trainers and leaders planning meeting in western Uganda

19 AGRIBUSINESS UNIT

INTRODUCTION

This report covers projects supporting Agribusiness development for co-operatives supported by UCA, those implemented by UCA on a consultancy basis as well as income-generating projects. The Unit currently manages the following projects;

- *Directorate of Government Department Project (DGD) funded by Rikolto-VECO*
- *Vegetable Oil Development Project (VODP) – Funded by IFAD through Ministry of Agriculture Animal Industry and Fisheries (MAAIF)*
- *Agriculture Cluster Development Project (ACDP) – in partnership with United Bank of Africa Bank (UBA)*
- *Project For Empowering Farmers Through Cooperative Agribusinesses (PREFCA) – Funded by Vi Agroforestry*
- *Market Led User Owned Ict4ag Information Service Project (MUIIS) – in partnership with UNFFE, CTA and other partners*
- *Empowering Farmers in the Lake Victoria Basin Project (EFVP) – funded by Vi-Agroforestry*
- *Agricultural Cluster Development Project (ACDP)*

RIKOLTO-VECO PROJECT

In a bid to improve smallholder farmer involvement in inclusive structured trading systems, Rikolto is working with Uganda Cooperative Alliance Ltd (UCA), Uganda Fruits and Vegetables Exporters and Producers Association (UFVEPA) and other stakeholders to develop attractive business models and investment profiles with the aim of stimulating an increase in smallholder farmer and off-taker/buyer business collaborations. The program has two components, Horticulture and Grains/pulses in the districts of Butaleja, Manafwa, Kapchorwa, Bulambuli, Tororo and Kayunga. The selected Farmers' Organisations (FOs) for support are 8, although changes could be made, depending on the progress and cooperation in these FOs. As usual, UCA is responsible for the FO institutional development area and market systems development.

The five year program began in 2017 with preparatory activities, after which a review was conducted, followed by work-plan development UCA will support the selected FOs in the following areas;

i. Undertake capacity assessment for Kangulumira Horticulture and Vanilla Co-operative Society Limited, using SCOPE Insight Basic Assessment tool

ii. Support strengthening in governance and management

iii. Facilitate Stakeholders Meeting with District technical team (District Commercial Officer (DCO), District Agricultural Officer (DAO), Community Development Officer (CDO) and FO leaders to share implementation plan for strengthening farmer organizations and identification of areas of synergies

iv. Support 8 farmer organizations to develop strong financial management systems

v. Support 8 farmer organizations to design output and input market strategies

vi. Support 8 farmer organisations to develop/update their business plans and annual operational plans/targets

vii. Facilitate farmer exposure visits to better-performing co-operatives for peer-learning from more experienced co-operative leaders and management staff

Delayed funds disbursement led to late activity implementation, and so only activity (iii) was implemented.

Stakeholder meetings were held, and the project introduced in the target districts. District Local Government (DLG) staff expressed willingness to support Rikolto and its partners so as to enable FOs in their respective districts to enter the produce market and earn better incomes for household income and socio improvement.

VEGETABLE OIL DEVELOPMENT (VODP) PROJECT II

The overall goal of the second phase of the Vegetable Oil Development Project II (VODP2) is to contribute to sustainable poverty reduction in the project area while the development objective is to increase 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. The project is implemented through 2 major components;

a) **Oil Palm Development Component** in Kalangala district and expected to consolidate smallholder oil palm development in Bugala Island, while expanding to the neighbouring outlying islands of Bunyama and Bubembe.

b) **Oil Seeds Component,** which supports the development of the value chains of sunflower, groundnuts, soy beans and sesame in four production hubs Lira, West Nile, Eastern and Northern Uganda.

UCA received funds in October, 2017, and activities began with procurement, including recruitment of staff to support field activities.

Actual implementation began in December, 2017.

After completion of the FO Capacity assessment and identifying farmer cluster to support in transforming into High Level Former Organisations (HLFOs), a summary of activities implemented up to June 2018 is as here below:

Main achievements for the period	• Meetings have been held with leaders of 218 FGs across the four hubs to discuss support areas, including formal registration as co-operatives and formation of HLFOs • 93 Low Level Former Organisations (LLFOs) have been supported to register as co-operatives across the 4 hubs • 25 HLFOs have been registered or are at different stages of registration after registering of 93 LLFOs and guiding LLFOs leaders on the importance of forming HLFOs (ACEs) • 25 HLFOs have been supported to establish proper governance structures, elect leaders, set objectives and start collaboration with oilseed actors at this level • 10 HLFOs have been supported to develop business plans and review their business models, develop business model canvases, and develop their action plans based on business plans • Oil palm growers in Kalangala have been supported to register a co-operative, Ssesse Oil-palm Growers' Co-operative Society (SOPGCo), one of the key strategies to ensure sustainable service deliver to farmers after project closure • SOPGCo was guided to hold the first members' general assembly and election of a substantive committee to lead members • Members of SOPGCo have been guided in resource mobilisation, which has led to over 30M being raised in shares and membership between April and June, 2018 • Ssesse Oil Palm Growers (SOPAG) SACCO, was guided to partition its office space to improve its appearance and command for trust from members • SOPAG was also guided in streamlining its Financial Management Systems (FMS) which is expected to create more transparency in SACCO operations, efficiency and restore trust amongst the members • SOPAG has been guided to develop a governance manual and operational policies in HR management, Lending operations
Challenges	• Some DCOs are so unsupportive and make unrealistic demands from FOs, which has slowed down the progress in some areas • Where information from Paid For Service Providers (PSPs) was relied on, it was found to be differing from the real situation on the ground, which has taken more time for UCA field officers to understand the groups better before starting to support them • Some communities, especially those in recovery areas in Northern Uganda are still used to relief support, and so are not willing or able to support co-operatives at the moment • Revision of targets for HLFOs to be formed under oilseed component has led to new unforeseen difficulties in implementation of activities • The big number of stakeholders with differing interests in oil palm value-chain in Kalangala has made decision making so slow because several consultancies have to be made, which also affects implementation pace

Opportunities	•There is unwavering support from the project Management Unit, and this is being utilised to suggest alternative strategies in implementation so as to achieve set targets with ease •There is an opportunity for newly formed HLFOs to become members of UCA after about one year of operation. So follow-up will be key after project closure for all of them to be encouraged to become members •This is the first time UCA has been part of a project of the kind, which brings together so many stake-holders, so there is plenty of lessons to learn and it brings us closer to working with government on future projects involving supporting smallholder farmers •There is an opportunity to test the efficacy of UCA models on a large scale, for future upscaling
Recommenda-tions	•For future big projects, we have to set a budget aside to continue building the capacity of District Local Government (DLG) workers so as to get them understanding better the rationale of supporting farmers' co-operatives •Intervention areas for FOs do not necessarily have to start with formation of co-operatives, but we can deliver critical results by starting to support FOs to enter the market, as they understand the importance of transforming into co-operatives

EMPOWERING FARMERS IN THE LAKE VICTORIA BASIN PROJECT (EFVP)

Uganda Cooperative Alliance with Support from Vi Agroforestry implemented a six year project known as 'Empowering Farmers in the Lake Victoria Basin Project'. The project started in 2012 but acquired an extension for 2017, benefitting cooperatives in 10 Sub counties in six Districts and over 7000 individual farmers over the period.

The Development objective of Project was "Farmers with improved livelihoods" and its Immediate Objectives were: -

i)To have 8 ACEs marketing their members produce on a sustainable basis.

ii)To strengthen 8 ACEs and their 48 member affiliates to be able to provide services to their members on a sustainable basis.

The project operated in 8 sub counties during the period 2012-2016 while for the period 2017, the project is operating in five sub counties. Please see table below:

Table showing project operation areas

2012-2016			2017	
N0	District	Sub County	District	Sub County
1	Masaka	Kabonera	Masaka	Kabonera
2	Lwengo	Kingo	Lwengo	Kingo
3	Lwengo	Kiwangala	Butambala	Bulo
4	Lwengo	Kyazanga	Sembabule	Mateete
5	Lwengo	Malongo	Mpigi	Kammengo
6	Butambala	Bulo		
7	Bukomansimbi	Butenga		
8	Rakai	Kifamba		

A summary of activities implemented for the 2017 period and achievements are included here below;

Main achievements for the period	• Supported participating Rural Producer Organisations (RPOs) to form ACEs, with some registered and others at different stages of registration by project closure • Built capacity of ACE staff in co-operative business management • Supported development of Financial Management systems in ACEs, with record systems in place and Financial management guidelines developed • Facilitated external financial audits in target ACEs • Guided on bulking and collective marketing procedures in ACEs • Together with participating ACEs and Uganda National Farmers Federation (UNFFE) commenced work on the National Agroforestry Strategy

A summary of activities implemented for the 2017 period and achievements are included here below;

Challenges	• Some RPOs did not easily appreciate the idea of forming ACEs, until much later • Formation of ACEs without registered RPOs as co-operatives slowed down the pace of work • The funding partner expected UCA to support work at ACE level yet RPOs were in a very bad state of progress
Opportunities	•With the progress registered, new UCA programs have a base of target ACEs to work with for sustainability of achievements
Recommendations	• Partners need to be well-guided to support development of FOs starting at RPO level instead of them expecting UCA interventions to be exclusively at ACE level • District Farmers Associations (DFAs) and DLG staff need to have their capacity built so that UCA gets enough support in strengthening RPOs, so that more interventions are directed at ACE level • Project was closed successfully

PROJECT FOR EMPOWERING FARMERS THROUGH COOPERATIVE AGRIBUSINESSES (PREFCA)

Uganda Cooperative Alliance ltd in partnership with Vi Agro forestry has prepared a five year project to be implemented for the period 2018-2022, The project will support strengthening of four unions and six area Cooperative enterprises located in nine Districts.

The Overall Objective of the project is "Farmers Livelihoods improved through Sustainable Co-operative Businesses''

The project Specific Objectives (outcomes) include;

1. *Cooperatives accessing appropriate services from UCA to foster their development and ability to serve their members.*
2. *Cooperatives with competent leaders and managers, fulfilling their roles and responsibility in an effective and efficient manner, leading to improved patronage levels.*
3. *Smallholder farmers taking up more roles in their respective value-chains and playing a more active role in the market.*
4. *Decisions made at local government council meetings are farmer and cooperative-centric, creating a favourable environment for smallholder cooperatives to prosper.*

The project will be implemented in nine Districts covering four Unions including West Buganda Coffee Union in Masaka, South Buganda Grain Cooperative Union in Lwengo District, Sebei Union in Kapchorwa District and East Acholi Cooperative Union in Kitgum District. The Project Will also support strengthening of six Are Cooperative Unions including kabonera in Masaka District, Mateete in Sembabule District, Twezimbe in Kyankwanzi District, Bbaale in Kayunga District, Bukusu in Manafwa District and Kagumu in Kibuku District.

Achievements for 2018

The project started in May with preparatory work which included conducting of capacity assessments for all target FOs, to understand the strengths and weaknesses of selected FOs. This is expected to guide strategy and intervention development for UCA to achieve its targets under the project.
Analysis of assessment results was concluded by end of June so that development and sharing of Implementation plans is completed in July for actual implementation to commence in August.

Market Led User Owned ICT4AG Information Service Project (MUIIS)

MUIIS is a satellite data-enabled extension and advisory service that uses information and communication technologies for agriculture (ICT4Ag) to address the current agricultural information gap in Uganda. The project is funded by the Dutch Ministry of Foreign Affairs (MFA) through the G4AW Facility of Netherlands Space Office (NSO) and is being implemented by the Technical Centre for Agricultural and Rural Cooperation (CTA) with 6 other partners.

The main partners include Earth Environment Monitoring BV (EARS), eLEAF Competence Centre, The Alliance for a Green Revolution in Africa (AGRA), Eastern Africa Farmers Federation (EAFF), and Mercy Corps. In addition to these main partners, the consortium works closely with 5 other secondary stakeholders including the Ugandan Cooperative Alliance (UCA), Ugandan National Farmers Federation (UNFFE), the National Agricultural Research Organization (NARO), the National Agricultural Insurance Consortium (NAIC), and Ensibuuko Technologies to operationalize the tasks on the ground.

The goal of the MUIIS project is to contribute to improved food security and increased resilience to climate variability of over 350,000 maize, soybean and sesame farmers within 3 years in Uganda through satellite data-enabled information products and services.
The overall purpose of the MUIIS business is to establish a demand-driven, market-led, and user-owned approach to provision of satellite based information services related to weather forecasting, crop management and index-based insurance to crop farmers in Uganda while .

Key Achievements

i. Successful establishment of the physical infrastructure including investments in hardware and software. The integration of satellite data from EARS, Eleaf and aWhere with ground agronomic data made available to smallholder farmers is very key in boosting investment in agricultural businesses
ii. Development of agronomic models to interpret and utilize a customer tailor-made information packages and moreover this information having been translated into local languages has been a useful disruptive innovation
iii. Farmer profiling to get an in-depth understanding of the target group. This has enabled proper designing of the information and insurance packages tailored to individual farmers
iv. Over 1095 farmers were linked to production finance, one of the key constraints faced by smallholder farmers. 1 billion Uganda shillings was disbursed to farmers through respective SACCOs
v. More than 3,893 acres covering maize, beans, sesame and soya have been insured during this year. This has helped in mitigation of risks faced by smallholder farmers
vi. Message delivery has been streamlined and the thresholds that have been developed by the agronomists were tested against the weather data from aWhere. Additional satellite data is being introduced to complement and improve the current messages.

Challenges faced and how they have been overcome

i. Difficulty in integration of system data input providers and service administrators that are located across multiple continents and time zones. The logistical issues required to get this right is very challenging. The partners have had to
ii. For the agricultural tips models, the evapotranspiration rate data for some crops growing in Uganda is not available, which impacts the quality of the tips shared with farmers. More research is on-going by National Agricultural Research Organisation (AGRA/NARO) to make this data useful in future improvement of the messages

iii. Global Positioning System (GPS) data for some remote locations is still hard to be accurately recorded. This project has therefore had to optimise and find alternative ways to improve the Global Positioning System (GPS) capture time by a few minutes

iv. The individual subscriptions returned a significant failure rate dueto farmers not completing the mobile money payment process. This was discovered to be mainly due to insufficient funds on the mobile money accounts. The project has devised to adopt group subscription to combat this

v. Feedback information from farmers indicated that they are happy to receive the MUIIS advisory Short Message Services (SMSs). However, the farmers cannot afford the recommended inputs like seeds, fertilizers and other agrochemicals. This has been mitigated through introduction of the MUIIS Input Loan disbursed through SACCOs

AGRICULTURAL CLUSTER DEVELOPMENT PROJECT (ACDP)

The Agricultural Cluster Development Project (ACDP) is being implemented by the MAAIF and UCA is a sub-awardee of the Electronic Voucher Management System (eVMS) after successfully bidding with United Bank for Africa (UBA). UCA will be responsible for the Training function of the eVMS component while UBA and Craft Silicone will be responsible for system development, installation, commissioning and testing payment functions.

The training component will cover three areas;

i)Training stakeholders in the eVMS
ii)Training enrolled farmers in financial literacy
iii)Training enrolled farmers in farm input use

The assignment has two phases;

a.Pilot phase – to cover 5 districts of Ntungamo (Beans), Nebbi (Cassava), Kalungu (Coffee), Amuru (Rice), and Iganga (Maize). This phase will target a total of 15,000 farmers and was expected to commence in June and be completed by end of September, 2018. The purpose of this phase is to learn lessons before rolling out to all the target districts under the project

b.Roll-out phase – targeting 450,000 households in all the 42 target districts

The only activity conducted under the project was preparation of a project implementation plan, which was followed by development of training manuals in June, which are both preparatory activities.

The project implementation is expected to commence in August after the delays caused by selection of beneficiary farmers and Agro-input dealers have been sorted.

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


Chairman Board UCA- Mr Peter Kimbowa plants a tree during Cooperatives Week Celebrations in Masulita Sub county

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.

During the year under review, the project procured seeds and equipment (10 watering cans and spray pumps) for horticultural activity and management of nursery beds. Seeds like onions, green peppers, egg plants, tomatoes and cabbages and their respective pesticides were procured as well. Nursery beds were established in all the RPOs and many farmers transplanted the seedlings in the gardens. By June 2018 some people have harvested the crops for domestic consumption and sale at the local markets to raise money for some their basic needs.

As per the list I received from recent assignment, here below is and update as at June 2018.

Rural Community	No of Groups	Beneficiaries	Amount Saved
Acut-Yika	7	194	4,808,000/=
Kali-kali	25	589	30,487,500/=
Bana	8	230	28,239,300/=
Lakang	6	162	31,068,600/=
Kololo	7	200	26,714,000/=
Subtotal	53	1,375	121,317,400/=

We do not have data for collective bulking because post-harvest handling for the first season is in progress.

During the year the donor approached UCA in order to make some changes in the project implementation by introducing mentoring and back stopping approach to the beneficiaries where the rural community members themselves are going to be involved in the agricultural activities with close supervision by UCA and the selected Community Based facilitators in the various RPOs. Another component of agricultural credit has been introduced to be implemented by HIINGA (U) in collaboration with UCA to target the same project beneficiaries to access credit for agricultural production by using social collateral (VSLA group guarantee mechanism) – a microfinance credit approach.

Creating awareness and sensitization of rural community in cooperative business model

At the beginning of the year the rural community members under RCEEP have been taken through the cooperative business model of business planning in enterprise selection that can give them a better return from agricultural production because they produce for a given or targeted market; use of improved seeds and using improved technology like tractor services in order to increase acreages in their production to realize large volumes of produce for central bulking, and collective marketing in order to get better market as they position themselves and do collective bargain the market. Therefore the need to have collaboration between agricultural production (RPOs) and agricultural marketing (ACEs) so that the organizations assist farmers in accessing improved seeds, market information on the forces in the market in price determination. At the same time the VSLA groups and individuals who need safety of their money need to form Savings & Credit Cooperative Organizations that provide financial services to back up the business operations by intermediating their savings into loans; safe custody of their savings; provide financial education through financial literacy programs and strategic business planning.

Meeting with input Suppliers

During the period under review UCA Amuru contacted input dealers in accessing agricultural inputs for horticulture; grain seeds like soyabeans, sunflower (MUKWANO GROUP OF COMPANIES); WEST ACHOLI COOPERATIVE UNION LTD were promoting sorghum and soya beans; EAST AFRICAN SEEDS and VICTORIA SEEDS, EQUATOR SEEDS that have their offices in GULU provided maize and other cereals. There were also local suppliers of groundnuts and rice who provided seeds for planting in the first seasons and second planting seasons.

Dissemination of market information

The RPO elected leaders are fed with relevant market information of current commodity prices, especially we have shared platform with our colleagues (MUIIS, POA and other agribusiness fellows); where we impart necessary information to the various Production and Marketing Committees and the community based facilitators in the RPOs

Formation of ACEs (Secondary Cooperative)

During the community engagement program in selling the new approach muted by Geneva Global (U) we educated the rural community that the production cooperatives can only be strong and realize economy of scale when they come together and form area cooperative enterprise that could enhance marketing of farmer produce when they bulk together to realize big volumes in tons that can convince buyers to come over to their bulking centres. References were made to Panymur/Dei ACE in Pakwach district which some members of the RPOs visited last year in 2107; Nyamahasa ACE in Kiryadongo district, to mention but a few. There the Cooperatives do business for members and work for members. As I communicate now we submitted 2 applications for ACEs with statements of comprehensive income & Statement of Financial Position to the Registrar of Cooperatives through the District Commercial Officer, Amuru DLG who certified them for Pailyec/Lakang ACE comprising of Kololo/Lakang/Bana RPOs; Pailyec/Acwera ACE comprising of Kali-kali/Acut-Yika RPOs (Any two or more RPOs can form an ACE). Membership of Area Cooperative Enterprise is by registered primary producer cooperative because ACE is a secondary cooperative). After the receipt of the certificate of registration we plan to conduct wide sensitization of community members to join the RPOs and conduct orientation for the newly elected leaders in governance and management of their cooperatives. We intend to recruit staff foe the ACEs and give some start- up kit for the ACE as well.

Formation of SACCO (Savings & Credit Cooperative Organization)

During the same period UCA Amuru guided and assisted the farming communities within the project to come together and form a SACCO for financing their production through intermediation of members' savings into loans; and to provide other financial services that traditional naming institutions find it difficult to provide because of being far distance to access easily; and to provide safety of their money which could be lost through petty theft, arson and burglary. As we communicate now we have submitted application to form a SACCO by capturing the founder members details, and photographs of the elected interim leaders of the SACCO, the statement of comprehensive income and statement of financial position in favour of Amuru Rural Community SACCO to the Registrar of Cooperative for registration. We are waiting to collect their certificate of operation. As soon as we get the certificate of registration we shall go on full scale mobilization of more members to join the SACCO; pay membership fees, buy shares and make deposits in their savings Accounts. In future the credit scheme being administered by HIINGA (U) will be integrated as a line of credit to assist the SACCO in credit management. WE propose to provide subsidy like start-up kit in paying rent and salaries for staff for one year as the SACCO picks up business.

Training of Elected Leaders

We intend to undertake central training of the elected ACEs and SACCO leaders as we induct them in the cooperative family as far as governance and management are concerned. As leaders they should know their role in strategic management and be visionary to lead the cooperatives to prosperity.

UGANDA COOPERATIVE ALLIANCE LTD

THE AUDITORS' REPORT

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LIST OF ACRONYMS

UCA	-	Uganda co-operative alliance
BEEP	-	Business Experience Exchange Programme
CCA	-	Canadian Co-Operative Association
CCD	-	Commissioner For Co-Operative Development
CFOSP	-	Co-Operative Finance And Oil Seed Programme
CFSP	-	Co-Operative Food Security Programme
CMDP	-	Co-Operative Management Development Programme
EADB	-	East African Development Bank
ECRP	-	Elgon Co-Operative Reform Project
FETAS	-	Farmer Empowerment through Agricultural Development
IFAPI	-	Integrated Financial And Agricultural Production Initiative
LFC	-	Leadership For Change
LIFE	-	Livelihood Improvement Through Famer Empowerment
NAADS	-	National Agricultural Advisory Services
NORCOOP	-	Norwegian Co-Operatives
NSSF	-	National Social Security Fund
PAYE	-	Pay As You Earn
PACE	-	Promotion Of Area Co-Operative Enterprise
PRSP	-	Poverty Reduction Strategy Paper
SCC	-	Swedish Co-Operative Centre
UNEX	-	Union Export Services Limited
USAID	-	United States Agency For International Development
MAAIF	-	Ministry Of Agriculture Animal Industry And Fisheries
IFRs	-	International Financial Reporting Standards
ISA	-	International Standards of Auditing

ORGANIZATION INFORMATION

Board of Directors for the year ended 30th June 2018

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

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Telephone: +256 393 101681

BANKERS
Barclays Bank Uganda Limited
16 Kampala Road
Kampala-Uganda

Bank of Africa
P.O Box 2750
Kampala-Uganda

Stanbic Bank Uganda Limited
P.O.Box 7131
Kampala , Uganda

Standard Chartered Bank Uganda
P.O.Box 7111
Kampala Uganda

Housing Finance Bank limited
Investment house
Wampewo Avenue – Kololo
P.O.Box 1539
Kampala Uganda

Solicitors
M/s Agaba & Co. Advocates
P.O. Box 24353
Kampala Uganda
Plot 47/49 Nkurumah Road

REPORT OF THE BOARD OF DIRECTORS FOR THE YEAR ENDED 30TH JUNE 2018

The Directors submit their report and audited financial statements for the year ended 30th June 2018, which disclose the state of affairs of the organization.

PRINCIPAL ACTIVITY

The principal activity of the organization is to promote co-operatives in Uganda

RESULTS

The Surplus/(Deficit) for the year ended 30th June 2018 is set out in the statement of comprehensive income on page 11

DIVIDENDS.

The Directors do not recommend payment of dividends

RESERVES

The reserves of the organization are set out on page 12

DIRECTORS

The Directors who served during the year ended 30th June are set out on page 4

AUDITORS

Ms, Nabende, Nabweteme & Co, Certified Public Accountants were appointed as Auditors for the year ended 30th June 2018 and they have expressed their willingness to continue in office in accordance with Sec. 22(1) of the Uganda Co-operative Societies Act Cap.112..

BY ORDER OF THE BOARD
GENERAL SECRETARY
KAMPALA
Date: 22 Sept. 2018

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE FOR THE YEAR ENDED 30TH JUNE 2018

The Uganda Co-operative 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 profit and loss of the organization for the year. It also requires the Board of 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 Internal Controls; however, it delegates such responsibility 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 safeguard, verify and maintain accountability of the organization's assets. Appropriate accounting policies supported by reasonable and prudent judgments and estimates, are applied on a consistent basis and also 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 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 requirements of the Ugandan Co-operative Societies Act.

The Directors are of the opinion that the financial statements give a true and fair view of the state of financial affairs of the organization and of its profit and loss.

The Board of Directors further accept 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 10 to 30 were approved by the Board of Directors and signed on its behalf by;

Chairman	Treasurer	**General Secretary**

REPORT OF THE INDEPENDENT AUDITORS
TO THE DIRECTORS OF UGANDA CO-OPERATIVE ALLIANCE LIMITED FOR THE YEAR ENDED 30TH JUNE 2018.

Opinion

We have audited the financial statement of Uganda Co-operative Alliance set out on pages 10 to 30, which comprise the statement of financial position as at 30th June 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies for the year ended 30th June 2018.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at 30th June 2018, and its financial performance and its cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with international standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In common the organization's system of control is dependent upon the close involvement, supervision and implementation of the board of Directors. We have relied upon the Board of Directors' assurance that all the transactions of the organization are complete and have been properly recorded in the financial statements hence free from material misstatements.

Key Audit Matters

Key Audit Matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the year ended 30th June 2018. These matters are addressed in the context of our audit of financial statements. Computers and motor vehicles are fully depreciated in 2018 but still in use. The Board of Directors have to think of revaluing the assets for purposes of proper representation.

Responsibilities of Management and those charged with Governance for the Financial Statements.

Management is responsible for the preparation of the financial statements in accordance with IFRSs, and for such internal control as management determines it necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exits. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also;

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other Legal Requirements
The terms of the agreements require that in carrying out our audit, we consider and report to you on the following matters. We confirm that;

- 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;
- In our opinion proper books of account have been kept by the organization , as far as appears from our examination of those books; and
- The organization's statement of Financial Performance prepared is in agreement with books of account as per the Uganda Co-operative Societies Act Cap 112.

Nabende, Nabweteme & Co.
Nabende, Nabweteme & Co.
Certified Public Accountants
P.O.Box 5085 Kampala
Date 22/8/2018

Nabweteme & Co. Certified Public Accountants P.O. Box 5085, Kampala 22 AUG 2018

Nabweteme
CPA. Nabweteme Josephine
Managing Partner

Date 22/8/2018

UGANDA CO-OPERATIVE ALLIANCE LIMITED
STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2018

ASSETS	Notes	2018	2017
Non - current assets		**Shs**	**Shs**
Property, Plant and Equipment	2	5,056,890,949	5,154,847,175
Investment Property - Naguru	3	5,002,820,546	4,997,476,546
Investment in Shares	4	290,240,000	195,240,000
Total Non-Current Assets		**10,349,951,495**	**10,347,563,721**
Current Assets			
Inventories	5	61,439,631	56,426,292
Trade and Other Accounts Receivables	6	853,935,551	779,469,451
Amounts due from Related Parties	7	76,272,471	76,272,471
Cash and Bank balances	8	939,656,684	376,587,415
Total Current Assets		**1,931,304,337**	**1,288,755,629**
TOTAL ASSETS		**12,281,255,832**	**11,636,319,350**
EQUITY AND LIABILITIES			
Capital and Reserves			
Share Capital	9	221,789,911	221,589,911
Statutory Reserves	10	407,458,057	371,303,570
Capital Reserves	11	801,821,411	801,821,411
Capital Fund	12	-	53,963,976
Share Fund Reserves	13	22,258,991	11,069,495
Revaluation Reserves	14	4,252,706,172	4,416,697,998
Capital Grant	15	66,531,524	96,578,226
Retained Earnings / (Losses)	16	3,761,219,593	3,492,230,942
		9,533,785,659	**9,465,255,529**
Non Current Liabilities			
Borrowings	17	**1,406,152,867**	**1,000,028,473**
Current Liabilities			
Loan from Housing Finance Bank	17	300,412,009	279,600,000
Trade and other accounts payables	18	125,252,327	160,963,699
Deferred revenue grants	19	442,975,712	258,004,391
Amounts payable to related companies	20	472,677,258	472,677,258
Total		**1,341,317,306**	**1,171,245,348**
TOTAL EQUITY AND LIABILITIES		**12,281,255,832**	**11,636,329,350**

The financial statements were approved by the Board of Directors on 22|8|2018

And were signed on its behalf by:

Chairman .... Treasurer .... General Secretary ....

Report of the Auditors- page 7 to 9
The Notes on page 16 to 30 form an integral part of these statements

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30TH JUNE 2018

	Notes	2018 Shs	2017 Shs
Income			
Member subscriptions		13,255,000	18,565,000
Rental income		1,024,844,221	907,175,690
Other income	21	1,098,547,005	606,391,732
Total income		**2,136,646,226**	**1,532,132,422**
Grant Income			
Balance b/f	Page 15	258,004,391	158,613,344
Grants recieved during the year	Page 15	2,487,432,842	2,998,725,520
Total grants available		**2,745,437,233**	**3,157,338,864**
Total funds available		**4,882,083,459**	**4,689,471,286**
Less: Expenditure			
Staff expenses	**22**	509,778,204	356,460,390
Vehicle and travel expenses	23	178,173,687	76,035,061
Other operating expenses	24	1,015,829,352	730,692,142
Grant expenses	Page 15	2,302,461,521	2,899,334,473
Provision for unutilized grant c/f	Page 15	442,975,712	258,004,391
Total expenditure		**4,449,218,476**	**4,320,526,457**
Operating Surplus before finance costs		**432,864,983**	**368,944,829**
Less Finance cost	**25**	334,278,151	294,597,543
Operating surplus before taxation		**98,586,832**	**74,347,286**
Taxation		-	-
Surplus for the year		**98,586,832**	**74,347,286**
Appropriation:			
Statutory reserves		9,858,683	7,434,728
Education Fund		21,366,462	3,717,364
Development fund		4,929,342	1,582,525
Transfer to Share Fund		11,189,496	11,069,495
Retained Earnings		51,242,849	50,543,174
		98,586,832	**74,347,286**

The financial statements were approved by the Board of Directors on 22|8|2018

And were signed on its behalf by:

Chairman	Treasurer	General Secretary

Report of the Auditors- page 7 to 9
The Notes on page 16 to 30 form an integral part of these statements

UGANDA CO-OPERATIVE ALLIANCE LIMITED
STATEMENT CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2018

Particulars	Share Capital	Statutory Reserves	Capital Reserve	Capital Fund	Revaluation Reserve	Capital Grant	Share Fund Reserves	Retained Earnings	Total
	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX
As at 01 July 2018	**221,589,911**	**371,303,570**	**801,821,411**	**53,963,976**	**4,416,697,998**	**96,578,226**	**11,069,495**	**3,492,230,942**	**9,465,255,529**
Share Issue	200,000	-	-	-	-	-	-	-	**200,000**
Prior year Adjustment	-	-	-	-	-	-	-	(210,000)	**(210,000)**
Transfer to Retained Earnings	-	-	-	(53,963,976)	(163,991,826)	-	-	217,955,802	-
Capital Grant / Donation	-	-	-	-	-	(30,046,702)	-		**(30,046,702)**
Transfer to Share Fund	-	-	-	-	-	-	11,189,496	(11,189,496)	-
Net Surplus for the year	-	-	-	-	-	-	-	98,586,832	**98,586,832**
Statutory Reserve (10% Net Gain)	-	9,858,683	-	-	-	-	-	(9,858,683)	-
Development Fund (5% Net Surplus)	-	4,929,342	-	-	-	-	-	(4,929,342)	-
Education Fund (1% Turnover)	-	21,366,462	-	-	-	-	-	(21,366,462)	-
At 30 June 2018	**221,789,911**	**407,458,057**	**801,821,411**	**-**	**4,252,706,172**	**66,531,524**	**22,258,991**	**3,761,219,593**	**9,533,785,659**

UGANDA CO-OPERATIVE ALLIANCE LIMITED
STATEMENT CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2017

Particulars	Share Capital	Statutory Reserves	Capital Reserve	Capital Fund	Revaluation Reserve	Capital Grant	Capital Redemption Reserve Fund	Retained Earnings	Total
	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX
As at 01 July 2017	**220,389,911**	**358,568,953**	**801,821,411**	**53,963,976**	**4,594,548,282**	**126,624,928**	**-**	**3,263,827,484**	**9,419,744,945**
Share Issue	1,000,000	-	-	-	-	-	-		**1,000,000**
Prior year Adjustment	200,000	-	-	-	-	-	-	10,000	**210,000**
Transfer to Retained Earnings	-	-	-	-	(177,850,284)	-	-	177,850,284	-
Capital Grant / Donation	-	-	-	-	-	(30,046,702)	-		**(30,046,702)**
Transfer to Capital Redemption	-	-	-	-	-	-	11,069,495	(11,069,495)	-
Net Surplus for the year	-	-	-	-	-	-	-	74,347,286	**74,347,286**
Statutory Reserve (10% Net Gain)	-	7,434,728	-	-	-	-	-	(7,434,728)	-
Development Fund (5% Net Surplus)	-	3,717,364	-	-	-	-	-	(3,717,364)	-
Education Fund (1% Turnover)	-	1,582,525	-	-	-	-	-	(1,582,525)	-
At 30 June 2017	**221,589,911**	**371,303,570**	**801,821,411**	**53,963,976**	**4,416,697,998**	**96,578,226**	**11,069,495**	**3,492,230,942**	**9,465,255,529**

UGANDA CO-OPERATIVE ALLIANCE LIMITED
STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30TH JUNE 2018

	2018 Shs	2017 Shs
Cash flows from Operating Activities		
Surplus / (Deficit) for the year	98,586,832	74,347,286
Depreciation	163,991,826	177,850,284
Operating Profit before Working Capital Changes	**262,578,658**	**252,197,570**
Changes in Working Capital		
(Increase)/Decrease in Inventories	(5,013,339)	668,876
(Increase)/Decrease in trade and other receivables	(74,466,100)	(176,161,709)
(Increase)/Decrease in Amounts due from Related Parties	-	-
(Increase)/Decrease in Amounts due to Related Parties	-	-
Increase / (Decrease) in payables	(35,711,372)	12,033,141
Total Cash flows from Operating Activities	**147,387,847**	**88,737,878**
Income tax Paid		
Net Cash generated from Operating Activities	**147,387,847**	**88,737,878**
Cash flows from Investing Activities		
Acquisition of Assets	(66,035,600)	(5,500,000)
Investment in Shares	(95,000,000)	(5,000,000)
Investment Property	(5,344,000)	
Net Cash generated from Investing Activities	**(166,379,600)**	**(10,500,000)**
Cash flows from Financing Activities		
Issue of Shares	200,000	1,200,000
Deferred Revenue Grants	184,971,321	99,391,047
Capital Grants	(30,046,702)	(30,046,702)
Housing Finance Bank Borrowings	426,936,403	27,636,366
Net Cash generated from Financing activities	**582,061,022**	**98,180,711**
Net increase in cash and cash equivalents	**563,069,269**	**176,418,589**
Cash and cash equivalents at beginning of the year	376,587,415	216,898,877
Cash and cash equivalents at end of the year	**939,656,684**	**393,317,466**
Represented by:		
Cash and Bank Balances	**939,656,684**	**376,587,415**

DONOR FUNDED PROGRAMME ACTIVITIES FOR YEAR ENDED 30 JUNE 2018

Grant Revenue	Ushs Bal b/d	Ushs Additions	Ushs Utilization	Ushs Bal c/f
TNS	7,678,309	385,562,230	392,367,156	**873,383**
ECCP	24,515,329	-	24,515,329	-
SCC VI	11,456,230	304,733,562	217,954,787	98,235,005
SFOAP	13,836,902	-	13,836,902	-
FK	39,597,659	-	39,597,659	**-**
Geneva Global	99,087,215	143,659,780	160,404,054	**82,342,941**
MUIIS	5,894,258	220,963,022	70,302,503	**156,554,777**
VODP	-	1,195,954,788	1,138,727,923	**57,226,865**
VECCO	-	118,921,100	71,178,359	**47,742,741**
PROFIRA	3,768,268	-	3,768,268	**-**
INTER-ACTION	52,170,221	117,638,360	169,808,581	**-**
Total	**258,004,391**	**2,487,432,842**	**2,302,461,521**	**442,975,712**

NOTES TO THE FINANCIAL STATEMENTS

1.ACCOUNTING POLICIES

The Principle accounting policies adapted in the preparation of the financial statements are set out below:

a)Basis of preparation

The Financial statements are prepared under the historical cost convention and in accordance with the International Financial Reporting Standards.

Statement of compliance

The Financial statements of Uganda Co-operative Alliance Limited have been prepared in accordance with the International Financial Reporting Standards.

Changes in accounting policies

There have been no changes in accounting policies and estimates and those adopted are consistent with those of the previous financial year.

b)Property and Equipment

All Property plant and equipment are stated at cost less accumulated depreciation. Depreciation is calculated as a write off of the cost of property plant and equipment on a straight line basis, at annual rates estimated to write off carrying values of the assets over their useful lives. The annual rates used are;

Buildings	4.00%
Computers	33.0%
Office Furniture and Equipments	12.5%
Motor Vehicles	25.0%
Staff houses, furniture & Equipments	12.5%
Tractors	12.5%

Subsequent costs are included in the asset's carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Organization and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

Gains and losses on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account in determining the results for the year.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use. Gains and losses on derecognizing are determined by comparing proceeds with the carrying amount. These are included in the income statement in the year they are derecognized.

c)Investment property

The investment property was valued using cost model, which requires the property to be stated at cost plus transaction costs

Investment property is derecognised when either they have been deposited off and where substantially all risks and rewards of ownership of the investment property have been permanently transferred.

d)Taxation

Taxation is provided in the statement of comprehensive income on the basis of the results included therein adjusted in accordance with the provisions of the income Tax Act. However, capital and revenue grants from Canadian co-operative Association (CCA), Norwegian Co-operative and Swedish Co-operative Centre (SCC) are exempt from tax. The organisation will, therefore, not pay tax on revenue received in form of grants from CCA and SCC.

Deferred taxation is provided using the liability method for all temporary differences arising between tax base of assets and liabilities and their carrying values for financial reporting purposes. Currently enacted tax rates are used to determine deferred tax.

Deferred tax assets are recognised for all deductible temporary differences, carrying forward of unused tax loses that future taxable surplus will be available against which the deductible temporary differences, unused tax loses and unused tax credits Can be utilized.

Deferred tax assets are recognised for tax losses carried forward only to the extent that realization of the related tax benefit is probable.

e)Revenue Grants

(i)Revenue grants are recognised in the statement of comprehensive income in the year in which they are realised.

(ii)Revenue grants, which are not utilised in the year of receipt, are deferred income is treated as income in the next period.

f)Foreign currency Translation

Transactions during the year are converted into Uganda shillings at rates ruling at the transaction dates. Monetary assets and liabilities at the statement of financial position date, which are expressed in foreign currencies, are translated into Uganda shillings at rates ruling at that date. The resulting differences from conversion and translation are dealt with in the statement of comprehensive income in the year in which they arise.

g)Programme Activities

Programme activities are accounted for on a cash basis. Activity costs are therefore recorded when cash is actually expended.

h)Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories should comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Inventories are made up of stationary items and publications held for sale.

i)Other Receivables

Other receivables are carried at the anticipated realizable amounts. Specific provision is made for all known doubtful debts. Bad debts are written off during the year in which they are identified, when all reasonable steps to recover them have been taken without success.

j)Provisions

Provisions are recognized when the organization has a legal or constructive obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the organization expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain.

(k) Employee Gratuity Provision

The company's terms and conditions of employment provide a gratuity to employees. The gratuity is based on the employee's salary scale. The provision takes account of service rendered by employees up to the statement of financial position date.

(l) Investment in subsidiaries

Investments in subsidiaries represent investments in unquoted shares and are stated at cost because their values cannot be reliably determined.

m) Retirement Benefit Obligation

The organization makes contributions to a statutory pension scheme, the National Social Security Fund. Contributions are determined by local statute and shared between employer and employee. The company's contributions to the scheme are charged to the statement of comprehensive income in the year in which they are identified.

n)Cash and Cash Equivalents
For the purposes of the statement of cash flows, cash and cash equivalents comprise of cash at hand and cash at bank.

o)Investment in shares
Investments in subsidiaries represent investments in unquoted shares which are held over long term and are stated at net cost because their fair value cannot be reliably determined. The organization owns 100% in UCA Business Services Ltd and UCA Statutory Services limited while it owns 17% in Union Export Services Ltd.

p)Statutory reserves
Section 46 (3) of the Co-operative Societies Act requires the organization to maintain a Reserve Fund into which 10% of the net gain for the financial year is transferred. Section of 48 (1) of the Co-operative Societies Act requires all registered Societies to Contribute 1% of its annual turnover to a National Education Fund per annum. The Statutory Reserve Fund shall be invested in an approved Cooperative Bank and no funds shall be withdrawn from the reserve fund. The Education Fund is required to be set aside to carry out UCA own education programmes. The development fund is 5% of the net surplus.

q)Capital reserve
The above represents amounts set aside for replacement of fixed assets as may be approved by the board of directors from time to time.

r)Capital fun

i)Audit Fund.
These are non-refundable advances paid by SACCOS supervised under the CECFIS project to enable UCA build capacity to provide internal audit and supervision services after project closure

ii)Agro Processing Funds
This represents contribution by different donors for the support of ACEs in the implementation of value addition activities to the crop produce under Uganda Cooperative Alliance guidance. The funds are lent out to ACEs in form of processing machinery and recovered from them over the agreement period which is usually less than 2 years. The machinery provides security for the loan lent to the ACEs.

iii)Uganda Commodity Exchange Fund
This represents obligations to Uganda Cooperative Alliance Limited for the money held on a Standard Chartered Bank savings account on behalf of Uganda Commodity Exchange.

s)Deferred revenue grants
Deferred revenue grants represent funds not utilized during the year

t)Related party transactions
Amounts owing to UCA Statutory Services relate to funds transferred from UCA Statutory Services Limited following management decision to wind it up in December 2000 while amounts due to UCA Business Services relate to income from lease of machines collected on its behalf by UCA Limited.

Amounts owed by UCE and ILO relate to unpaid services offered in terms of office space and office utilities.

u)Related party transactions
Amounts owing to UCA Statutory Services relate to funds transferred from UCA Statutory Services Limited following management decision to wind it up in December 2000 while amounts due to UCA Business Services relate to income from lease of machines collected on its behalf by UCA Limited.

Amounts owed by UCE and ILO relate to unpaid services offered in terms of office space and office utilities.

v)Capital grant
Capital grant includes donations inform of two tractors from Korea.

w)Payable within 12 months
On 01 July 2013, Uganda Cooperative Alliance acquired a mortgage loan facility from Housing Finance Bank Limited amounting to Ushs 1,800,000,000. The loan facility interest rate is at 21.5% for a period of 20 years. The security attached against the mortgage is the developed property by the financing.

x)Cash and cash equivalents

Cash and cash equivalents included in the cash flow statement comprise of the following statement of financial position amounts:

y)Shares held in trust
The organization held shares in the defunct Co-operative Bank Limited at a cost of Ushs 2.53 billion in trust on behalf of co-operative societies. The Co-operative Bank Limited was however, closed by Bank of Uganda on 19 May 2000. The shares in the Co-operative Bank Limited have not been incorporated in the books of UCA Limited as UCA is holding them on behalf of co-operative societies. The status of those shares is not yet known as liquidation of the bank is still in progress.

	2018	2017
2) Property, Plant & Equipment	**Shs**	**Shs**
Refer to Page 27	5,056,890,949	5,154,847,175
3) Investment Property - Naguru		
Balance b/f	4,997,476,546	4,997,476,546
Additions	5,344,000	-
Balance c/f	**5,002,820,546**	**4,997,476,546**
4) Investments in shares		
Shares in UCA Business Services Limited	79,140,000	79,140,000
Shares in UCA Statutory Services Limited	-	100,000
Shares in Union Export Services Limited	100,000,000	100,000,000
Shares in (UCCFS)	10,100,000	10,000,000
Shares in UCCU	1,000,000	1,000,000
Shares in CIC	100,000,000	5,000,000
Total	**290,240,000**	**195,240,000**
5) Inventories		
Stationery and Publications	**61,439,631**	**56,426,292**
6) Trade and other Accounts Receivables		
Sundry Debtors	755,219,134	688,947,068
Provision for Bad Debts	(118,462,205)	(116,479,824)
Total	**636,756,929**	**572,467,244**
Activates Advances	13,061,000	3,211,025
Other Short Term Debtors	4,500,000	4,500,000
Gratuity Advance	19,891,814	12,561,500
Insurance	4,068,400	4,068,400
Beep Programms / Esaanet	51,265,423	51,265,423
Oasis Contribution Fund	52,412,470	52,412,470
Withholding Tax	48,188,409	48,188,409
Access Communications	19,791,106	19,791,106
Fuel Security Deposit	4,000,000	4,000,000
VAT	-	7,003,874
Total	**853,935,551**	**779,469,451**

7) Amounts Receivable from Related Parties	2018 Shs	2017 Shs
UCE	19,173,013	19,173,013
ILO	19,929,844	19,929,844
Uganda Central Cooperative Financial Services	2,199,560	2,199,560
CCA	34,970,054	34,970,054
Total	**76,272,471**	**76,272,471**

8) Cash and Bank

Petty Cash	383,000	24,000
Foreign Bank Account Balances	425,389	12,323,006
Local Bank Account Balances	938,848,295	364,240,409
Total	**939,656,684**	**376,587,415**

9) Share Capital
Authorized
An undetermined number of shares of Ushs each
Issued and fully paid

1,140.50 shares of Ushs 200,000 each	221,589,911	220,389,911
Issued & partly paid	-	1,000,000
Partly paid	200,000	200,000
Total	**223,789,911**	**221,589,911**

10) Statutory Reserves	Bal b/f Shs	Additions Shs	Bal c/f Shs
Statutory Reserve Fund	28,853,834	9,858,683	38,712,517
Education Fund	328,022,819	21,366,462	349,389,281
Development reserve fund	14,426,917	4,929,342	19,356,259
Total	**371,303,570**	**36,154,487**	**407,458,057**

11) Capital Reserves

Balance b/f	801,821,411	801,821,411
UCA Core Revolving Fund	-	-
Balance c/f	**801,821,411**	**801,821,411**

12) Capital Fund	2018 Shs	2017 Shs
Bal b/f	**53,963,976**	**53,963,976**
Transfer to Retained Earnings	(53,963,976)	-
Balance C/f	**-**	**53,963,976**

13) Share Fund Reserves

Balance b/f	11,069,495	-
Transfer to Retained Earnings	11,189,496	11,069,495
Balance c/f	**22,258,991**	**11,069,495**

14) Revaluation Reserve

Balance b/f	4,416,697,998	4,594,548,282
Transfer to Retained Earnings	(163,991,826)	(177,850,284)
Balance c/f	**4,252,706,172**	**4,416,697,998**

15) Capital grant		
Balance b/f	96,578,226	126,624,928
Depreciation on the tractors	(30,046,702)	(30,046,702)
Balance c/f	**66,531,524**	**96,578,226**

16) Retained Earnings		
Balance b/f	3,492,230,942	3,263,827,484
Prior year adjustment - Retained Earnings	(210,000)	-
Transfer to Share Fund Reserves	(11,189,496)	(11,069,495)
Surplus for the year	98,586,832	74,347,286
Transfer from Revaluation Reserves	163,991,826	177,850,284
Transfer to Statutory Reserves	(36,154,487)	(12,724,617)
	-	-
Total	**3,761,219,593**	**3,492,230,942**

17) Long-term Mortgage Loan

Balance b/f	1,279,628,473	1,267,560,281
Additional Loan Acquired	500,000,000	-
Add: Interest for the year	325,198,698	266,844,392
Less: Loan Installment Paid	(398,262,295)	(254,776,200)
Balance c/f	**1,706,564,876**	**1,279,628,473**
Payable within 12 months	300,412,009	279,600,000
Payable after 12 months	1,406,152,867	1,000,028,473
Total	**1,706,564,876**	**1,279,628,473**

18) Trade and other Accounts Payable	2018 Shs	2017 Shs
Trade creditors	10,728,861	8,032,571
UCA staff savings credit	5,759,750	4,744,750
Tenants deposits	5,350,025	33,425,500
Pensions staff gratuity	19,891,814	15,459,200
Other creditors and accruals	41,000,000	22,266,189
PAYE	24,361,560	16,973,856
Value Added Tax	3,342,085	-
National Social Security Fund	14,818,232	-
REALL	-	60,061,633
Total	**125,252,327**	**160,963,699**
19) Deferred Revenue Grants		
Deferred Grant Revenue	**442,975,712**	**258,004,391**
20) Amounts Payable to Related Parties		
UCA Statutory Services Limited	270,794,269	270,794,269
UCA Business Limited	201,882,989	201,882,989
Total	**472,677,258**	**472,677,258**

Transactions during the year	UCA Business Statutory Services Ltd Ushs	UCA Business Statutory Services Ltd Ushs	Uganda Exchange Commodity Ushs
Balance b/f	201,882,989	270,794,269	19,173,013
Additions	-	-	-
Balance c/f	**201,882,989**	**270,794,269**	**19,173,013**

21) Other Income		
Stationary income	25,037,711	21,951,525
Tractor income	-	17,220,000
Sale of scrap/assets	-	14,680,915
Entrance fee	150,000	50,000
Income from tenants utilities & car hire	51,440,830	73,385,100
Capital grant (Tractor)	30,046,702	30,046,702
Consultancy fees from MAAIF	984,932,762	449,057,490
Office Space	6,939,000	-
Total	**1,098,547,005**	**606,391,732**

22) Staff Expenses		
Staff Remuneration	193,689,879	122,585,682
Staff Housing	41,756,000	34,832,670
Staff Medical	36,945,200	20,220,650
Other Staff Expenses	26,805,000	19,115,246
Staff Transport	36,040,500	25,684,355
Staff Lunch	65,137,000	40,168,250
Causal Labour	15,560,000	16,231,000
Staff Gratuity	54,046,120	50,545,080
Retirement Benefit Scheme and NSSF	39,798,505	27,077,457
Total	**509,778,204**	**356,460,390**
23) Vehicle and Travel Expenses		
Fuel	85,809,528	50,586,244
Repairs & maintenance	81,581,298	13,020,797
Insurance on vehicles	10,782,861	6,568,020
Staff km Refund	-	5,860,000
Total	**178,173,687**	**76,035,061**

24) Other Operating Expenses

Subscription to International Organizations	10,355,864	7,110,000
Audit Fees	6,000,000	8,500,000
Telephone, Telex & Mails	3,625,000	1,990,000
Depreciation	163,991,826	177,850,284
Electricity & Water - Rent Offices	49,907,115	45,118,859
Stationary	18,343,800	1,295,400
Maintenance of Office Building	109,538,900	29,933,000
Maintenance of Office Equipment	8,376,500	7,285,800
Professional Fees	20,891,011	92,345,600
Security Expenses	100,000	900,000
Rent & Property Rates	25,932,220	9,225,894
Rent - Regional Offices	5,600,000	-
General Office Expenses	13,931,589	16,037,006
Bad Debt Provisions	1,982,381	51,544,548
Advertising & Publicity	35,599,356	25,088,517
Donations and Contributions	19,432,750	15,374,000
Secretariat Activities	105,684,639	97,104,348
Insurance - cash & equipment	1,013,367	1,013,367
Project Contract Expenses	295,490,300	-
Naguru House expenses	-	42,568,858
Email Services	5,666,864	-
Insurance - Loans	3,937,163	
Insurance - Building	13,809,646	-
Newspapers & Magazines	4,140,000	-
Cleaning and Sanitation Expenses	11,241,600	-
Photocopying, Printing & Binding	397,900	-
Sub-Total	**934,989,791**	**630,285,481**

24) Other Operating Expenses Continued

Committee Expenses	17,329,000	18,795,000
AGM Expenses	62,600,561	38,237,661
Co-operatives Day Expenses	910,000	3,874,000
Tractor Expenses	-	39,500,000
Total	**1,015,829,532**	**730,692,142**

25) Finance costs

Bank Charges	9,079,453	27,753,151
Interest on Bank Loan	325,198,698	266,844,392
Total	**334,278,151**	**294,597,543**

26) Surplus before taxation
Surplus is stated after charging:

Auditor's Remuneration	6,000,000	8,500,000
Depreciation	163,991,826	177,850,284

PROPERTY, PLANT & EQUIPMENT SCHEDULE

PARTICULARS	Freehold land	Buildings	Tractors	Motor Vehicles	Computers, software & accessories	Office Furniture & Equipment	Residential House & Equipment & furniture	Total
	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX
	0.00%	4.00%	12.50%	25.00%	33.00%	12.50%	12.50%	
Cost								0
1 July 2017	**2,773,969,366**	**3,100,000,000**	**240,373,616**	**163,608,582**	**14,819,152**	**15,162,000**	**2,000,000**	**6,309,932,716**
Additions		41,965,600	-	11,500,000	-	12,570,000	-	66,035,600
Disposal								-
30 June 2018	**2,773,969,366**	**3,141,965,600**	**240,373,616**	**175,108,582**	**14,819,152**	**27,732,000**	**2,000,000**	**6,375,968,316**
Deprecation								-
1 July 2017	-	**847,333,333**	**120,186,808**	**163,608,582**	**13,144,152**	**9,104,333**	**1,708,333**	**1,155,085,541**
Charge for the year	-	125,678,624	30,046,702	2,875,000	1,675,000	3,466,500	250,000	163,991,826
30 June 2018	-	**973,011,957**	**150,233,510**	**166,483,582**	**14,819,152**	**12,570,833**	**1,958,333**	**1,319,077,367**
Net Book Value								-
30 June 2018	**2,773,969,366**	**2,168,953,643**	**90,140,106**	**8,625,000**	-	**15,161,167**	**41,667**	**5,056,890,949**
30 June 2017	**2,773,969,366**	**2,252,666,667**	**120,186,808**	-	**1,675,000**	**6,057,667**	**291,667**	**5,154,847,175**
								-

27.Capital commitments
There were no capital commitments as at 30 June 2018 (2017; None)

28.Employees
The average number of employees for the Organization during the year was 35 (2017:35).

29.Comparatives
Where necessary comparative figures have been adjusted to conform to changes in presentation in the current year.

31.Incorporation
The Uganda Co-operative Alliance Ltd was incorporated on 17 June 1961. The organization being an apex society is required by the Co-operative Societies Act to be registered as a limited liability company.

32.Currency risk
The organization operates wholly within Uganda and its assets and liabilities are reported in the local currency.

33Contingent liabilities
There were no known contingent liabilities as at 30 June 2018.

32.Post balance sheet items
The directors are not aware of any post balance sheet items that require amendment or adjustment to the financial statements as at the date of this report.

33.Currency
The financial statements are expressed in Uganda shillings (Ushs) which is also

TAX COMPUTATION

FOR THE YEAR ENDED 30 JUNE 2018

		2018
		Shs.
Profit / (Loss) for the year		96,386,832
Add:		
Depreciation	163,991,826	
Donations	19,432,750	
10% Telephone, fax & E- mail	-	183,424,576
Sub Total		**279,811,408**
Less:		
Loss b/f		(9,411,381,911)
Capital Grant (Tractor)		(30,046,702)
Reduction in Provision for Doubtful Debts		-
Initial Allowance		-
Industrial Building Allowance		(68,407,688)
Wear & Tear Allowances		(26,400,118)
Taxable Income / Tax Loss		**(9,256,425,011)**

2. WEAR & TEAR ALLOWANCES SCHEDULE

	Class I	**Class II**	**Class IV**	**Total**
Rate	**40%**	**35%**	**20%**	
WDV	**Shs.**	**Shs.**	**Shs.**	**Shs.**
Bal b/f	2,410,588	21,887,130	56,181,938	**80,479,656**
Additions	-	11,500,000	12,570,000	**24,070,000**
Total	**2,410,588**	**33,387,130**	**68,751,938**	**104,549,656**
Initial Allowance	-	-	-	-
Total	2,410,588	33,387,130	68,751,938	**104,549,656**
Wear and Tear	(964,235)	(11,685,496)	(13,750,388)	**(26,400,118)**
WDV Bal c/f	**1,446,353**	**21,701,635**	**55,001,550**	**78,149,538**

COMMERCIAL BUILDING ALLOWANCE SCHEDULE

Description		**Year Acquired**	**Amount**	**CBD 5%**	**Cumm. CBD**	**Restricted c/f**
Office Block		2002	38,868,878	1,943,444	23,321,326	15,547,552
Office Block Restricted		2003	48,202,345	2,410,117	31,331,526	16,870,819
Building		2014	1,229,624,796	61,481,239	184,443,717	1,045,181,079
Buildings		2016	51,457,770	2,572,888	5,145,776	46,311,994
Total			**1,368,153,789**	**68,407,688**	**244,242,345**	**1,123,911,444**

UGANDA CO-OPERATIVE ALLIANCE LTD
CONSOLIDATED BUDGET FOR THE YEAR 2018/2019

	2018/2019	2017/2018	2017/2018	2017/2018	
	Budget	Actual	Budget	Variance	% Variance
				utilization	utilization
INCOME	000's	000's	000's		
Member subscription	15,000	13,405	20,000	(6,595)	33
Stationery shop	30,000	25,038	20,000	5,038	25
Other Incomes (Asset disposals, investiments, interest, vehicle hire, BOD/conference room hire, fuel contribution from tenants)	36,000	47,740	333,000	(285,260)	86
Rent (Nkrumah)	600,000	546,929	600,000	(53,071)	9
Motor vehicle hire(5*250*30)	-	-	45,000	(45,000)	100
Rent (Naguru)	488,400	477,915	475,200	2,715	1
Office space projects	55,000	-	10,000	(10,000)	100
Contracts, projects and other sources	3,650,000	3,767,356	500,000	3,267,356	653
Seedling project	100,000	-	800,000	(800,000)	100
Tractor income	10,000	3,700	0	3,700	
Total income	**4,984,400**	**4,882,083**	**2,803,200**	(2,078,883)	74
EXPENSES					
Staff expenses	647,517	509,778	472,000	(37,778)	8
Vehicle expenses	166,000	178,174	273,600	95,426	35
Other adm. costs	3,112,320	3,361,850	1,238,832	(2,123,018)	171
Cost of Sales	15,000	7,125	15,000	7,875	53
Activities	300,000	318,570	150,000	(168,570)	112
CIC Insurance provision	100,000	100,000	100,000	-	-
Kilimo Trust Liability	20,000	-	20,000	20,000	100
Naguru Development	-	-	5,000	5,000	100
Bank interest (HFB) & Redemption	**250,000**	**308,000**	**285,000**	(23,000)	8
Total expenses	**4,610,837**	**4,783,497**	**2,559,432**	(2,224,065)	87
Net Surplus/(Deficit)	**373,563**	**98,586**	**243,768**	145,182	60

	2018/2019	2017/2018	2018/2019	2017/2018	2018/2019	2017/2018	2018/2019
	SECR		FIN&ADM		NKRU.		TOTAL
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
INCOME	**000's**	**000's**	**000's**	**000's**	**000's**	**000's**	**000's**
Member subscription	15,000	13,405	0	0		0	15,000
Stationery shop	30,000	25,038	0	0		0	30,000
Other Incomes (Asset disposals, investiments, interest, vehicle hire, BOD/conference room hire, fuel contribution from tenants)	30,000		0	0	6,000	47,740	36,000
Rent (Nkrumah)	0			0	600,000	546,929	600,000
Rent (Naguru)			488,400	477,915		0	488,400
Office space projects	30,000				25,000	0	55,000
Contracts, projects and other sources	3,650,000	3,767,356	0	0		0	3,650,000
Seedling project	100,000	0	0	0	0	0	100,000
Tractor income	**10,000**	3,700					10,000
Total income	**3,865,000**	**3,809,499**	**488,400**	**477,915**	**631,000**	**594,669**	**4,984,400**
EXPENSES							
Staff expenses	484,517	359,371	80,000	74,008	83,000	76,399	647,517
Vehicle expenses	165,000	158,181	1,000	19,115	0	878	166,000
Other adm. costs	2,912,000	2,964,438	35,150	324,203	165,170	73,209	3,112,320
Cost of Sales	15,000	7,125	0	0	0	0	15,000
Activities	300,000	318,570	0	0	0	0	300,000
CIC Insurance provision	100,000	100,000		0		0	100,000
Kilimo Trust Liability	20,000	0		0		0	20,000
Naguru Development		0		0		0	0
Project related expenses		0	0	0		0	0
Bank interest (HFB) & Redemption	0	0	250,000	308,000	0	0	250,000
							0
Sub-total	**3,996,517**	**3,907,685**	**366,150**	**725,326**	**248,170**	**150,486**	**4,610,837**
Depreciation		0	0	0	0	0	0
Total expenses	**3,996,517**	**3,907,685**	**366,150**	**725,326**	**248,170**	**150,486**	**4,610,837**
Net Surplus/(Deficit)	**(131,517)**	**(98,186)**	**122,650**	**(247,411)**	**382,830**	**444,183**	**373,563**

SECRETARIAT			000			
		Budget	Actual	Budget	Variance	% Variance
Code	Item	2018/2019	2017/2018	2017/2018		
3113	Internal Invoicing					
3115	Rent Res. Houses					
3125	Member Subscription/entrance fee	15,000	13,405	20,000	-6,595	33
3129	Coop. Day Contribution	0			0	
3130	Other income (fuel contribution from tenants, disposals,)	0		0	0	
3131	UCA Publications	30,000	25,038	20,000	5,038	25
	Other income(rent projects)	30,000		10,000	-10,000	100
	Other income(projects contribution, Sal, individual borrowing)	150,000	36,986	300,000	-263,014	88
	Seedling project	100,000	-	800,000	-800,000	100
	Contracts/Project direct funding	0	-	500,000	-500,000	100
	Tractor project	10,000	3,700	0	3,700	

SECRETARIAT .... *Cont'd*		Budget	Actual	Budget	Variance	% Variance
Code	Item	2018/2019	2017/2018	2017/2018		
	Turnover	**335,000**	**75,429**	**1,650,000**	1,574,571	95
					0	
4110	Printing costs	15,000	7,125	15,000	7,875	53
5010	Staff remunerations	200,000	198,530	130,000	-68,530	53
5011	Staff housing	25,000	24,372	25,000	628	3
5012	Staff insurance(workman compensation)	10,000		30,000	30,000	100
5014	Staff medical	80,000	12,000	10,000	-2,000	20
5015	Other staff expenses	30,000	24,467	30,000	5,533	18
5016	Staff training expenses	6,000		-	0	
5017	Staff transport	20,000	25,992	20,000	-5,992	30
5020	Staff lunch	30,000	27,996	25,000	-2,996	12
5030	Casual labour	500	280	3,000	2,720	91
5040	Staff gratuity	50,000	25,929	35,000	9,071	26
5041	R.B.S & NSSF	18,017	19,805	20,000	195	1
	Staff expenses	**484,517**	**359,371**	**328,000**	-31,371	10
					0	
6010	Vehicle/Generator Fuel	80,000	71,233	50,000	-21,233	42
6020	Repair & Maintenance	70,000	75,224	30,000	-45,224	151
6022	Insurance, vehicles	15,000	10,783	12,000	1,217	10
	Vehicle expenses	**165,000**	**157,240**	**92,000**	-65,240	71
					0	
6090	Board & Lodging				0	
6091	staff km			4,500	4,500	100
6093	Other travelling costs		941		-941	
	Other travel expenses	**0**	**941**	**4,500**	3,559	79
					0	
6110	Accts & Admin.	0			0	
6111	Data processing services	0			0	
6115	Rent, offices	5,800	5,600	10,000	4,400	44
6116	Rent & rates	10,000	17,598	10,000	-7,598	76
6119	Communication	8,000	4,445	5,000	555	11
6120	Telephone &, Fax	0	2,995	2,000	-995	50
6121	Electricity & Water	30,000	28,747	5,000	-23,747	475
6130	Postage	200	0	100	100	100
6135	Entertainment/facilitation	1,000	525	3,000	2,475	83
6136	Office tea	9,000	5,059	9,000	3,941	44

SECRETARIAT …….. *Cont'd*		Budget	Actual	Budget	Variance	% Variance
Code	**Item**	**2018/2019**	**2017/2018**	**2017/2018**		
6140	Stationery	15,000	13,388	3,500	-9,888	283
6141	Photocopying expenses	500	398	100	-298	298
6150	Publications/visibility	0	0	2,500	2,500	100
6215	Office cleaning	15,000	9,444	5,000	-4,444	89
6230	Maint. Office equipment	4,000	2,479	6,000	3,521	59
6240	Maintenance properties/Building	0	36,362	15,000	-21,362	142
6320	Insurance, buildings& equip.	7,000	1,305	1,500	195	13
6405	Commercial Investment Cost	0	0	0	0	
6410	Committee expenses	18,000	10,119	30,000	19,881	66
	Carried forward	**123,500**	**138,464**	**107,700**	-30,764	-29

FINANCE & ADMINISTRATION						
		Budget	**Actual**	**Budget**		
Code	**Item**	**2018/2019**	**2017/2018**	**2017/2018**	**Variance**	**% Variance**
3111	Sale of services, UCABUS		0	0	0	
3112	Sale of services, UCASS		0	0	0	
3113	Internal invoicing		0	0	0	
3115	Rent, Res. Houses- Naguru	488,400	477,915	475,200	2,715	1
3130	Other income(Hire of conf/BOD room)	0	0	0	0	
	Motor vehicle hire(5*250*30)			45,000	-45,000	100
	Contribution from projects	0			0	
	Turnover	**488,400**	**477,915**	**520,200**	-42,285	8
5010	Staff remunerations	40,000	38,545	30,000	(8,545)	28
5011	Staff housing	7,000	6,201	3,000	(3,201)	107
5012	Staff insurance	0			-	
5014	Staff medical	0		2,000	2,000	100
5015	Other staff expenses	6,000	5,230	3,500	(1,730)	49
5016	Staff training expenses				-	
5017	Staff transport	7,000	6,283	5,000	(1,283)	26
5020	Staff lunch	6,000	6,193	6,000	(193)	3
5030	Casual labour	0		1,000	1,000	100
5040	Staff gratuity	8,000	5,451	6,000	549	9
5041	R.B.S & NSSF	6,000	6,105	4,000	(2,105)	53
	Staff expenses	**80,000**	**74,008**	**60,500**	(13,508)	22
					-	
6010	Fuel	0	0	8,000	8,000	100
6020	Repair & Maintenance	1,000	19,115	20,000	885	4
6021	Tax on vehicles	0	0	0	-	
	Vehicle expenses	**1,000**	**19,115**	**28,000**	8,885	32
6090	Board & Lodging	0	0	0	-	
6091	Staff km allowance	350	0	100	100	100
6093	Other travelling costs	0	0	0	-	
	Other travelling expenses	**350**	**0**	**100**	100	100
6110	Accts & Admin.	0		0	-	
6111	Data processing services	0		0	-	
6115	Rent, offices	0		0	-	
6116	Rent & rates	0		0	-	

FINANCE & ADMINISTRATION… *Cont'd*					-	
					-	
Code	**Item**	**Budget 2018/2019**	**Actual 2016/2017**	**Budget 2017/2018**		
6119	E -Mail services	0	517	2000	1,483	74
6120	communication	400	60	300	240	80
6121	Electricity & Water	0		0	-	
6125	Rent, rate & rates	0		0	-	
6130	Postage	0		0	-	
6135	Entertainment	0		0	-	
6136	Office tea	800		700	700	100
6140	Stationery	1,400	200	500	300	60
	AGM Expenses			0	-	
6141	Photocopying expenses	0		500	500	
6150	Publications	0		4,000	4,000	100
6215	Cleaning expenses	0		0	-	
	Carried forward	**2,600**	**777**	**8,000**	7,223	
	Brought forward	**2,600**	**777**	**8,000**	7,223	90
6230	Maint. Office equipment/building	5,000		0	-	
6240	Maintenance, properties/res	0		0	-	
6310	Insurance, equipment	0		0	-	
6320	Insurance, buildings	0		0	-	
6330	Insurance, Cash in transit	2,000	1,013	1,500	487	32
6335	Fidelity insurance	1,000		0	-	
6440	Audit fees	10,000	5,525	11,000	5,475	50
6450	Professional fees	15,000		12,000	12,000	100
6470	Bank charges	7,000	6,174	8,000	1,826	23
6510	Security expenses			0	-	
6515	Advert. & Publicity			3,000	3,000	100
6516	Newspapers & periodicals	500	370	1,000	630	63
6517	Conferences & Seminars		0	2,500	2,500	100
6518	General office expenses	600		2,000	2,000	100
6520	Subscription, Int. Org.	0		0	-	
6570	Prior year expenses	0		0	-	
6590	Sundries	0		0	-	
6591	Provision for bad debts	0		0	-	
	Bank interest (HFB), principal, other fees	250,000	308,000	285,000	(23,000)	8
74305	Naguru flats Exp	0	2,344	5,000	2,656	53
	Overheads	**293,700**	**324,203**	**339,000**	14,797	4
					-	
					-	
7910	Depr. Office equipm. & Furn.		0	0	-	
7920	Depreciations, vehicles				-	
7925	Depr. Equipm. Res. Houses				-	
7930	Depreciation, buildings				-	
7931	Leasehold Amortization	300	0	0	-	
	Depreciations	**300**	**0**	**0**	-	
					-	
8020	Interest income				-	
	Financial income	**0**	**0**	**0**	-	
					-	
8425	Disposal, fixed assets	10,000		10,000	10,000	100
8451	Spokesman support fund	0		0	-	
8471	Extraordinary income	0		0	-	
	Extraordinary income	**10,000**	**0**	**10,000**	10,000	100
					-	
	Profit/(Loss)	**122,650**	**60,589**	**82,600**	22,011	27

NKRUMAH					
	Budget '000'	Actual '000'	Budget '000'	Variance	%
Item	2018/2019	2017/2018	2017/2018		
Rental income, offices	600,000	546,929	600,000	(53,071)	9
Other income(Hire of conf/BOD room/stationary)	6,000	109	3,000	(2,891)	96
Other income (fuel contribution from tenants)	25,000	51,441	30,000	21,441	71
Rental income, project offices				0	
Turnover	**631,000**	**598,479**	**633,000**	(34,521)	5
Staff remunerations	40,000	35,528	20,000	(15,528)	78
Staff housing				0	
Staff insurance	0	0	6,000	6,000	100
Staff medical	0	0	5,000	5,000	100
Other staff expenses	2,000	1,222	4,000	2,778	69
Staff training expenses	5,000	0	2,000	2,000	100
Staff transport	2,000	1,543	2,500	957	38
Staff lunch	20,000	27,837	16,000	(11,837)	74
Casual labour	500	280	20,000	19,720	99
Staff gratuity	5,000	4,792	5,000	208	4
R.B.S & NSSF	8,500	5,197	3,000	(2,197)	73
Staff expenses	**83,000**	**76,399**	**83,500**	7,101	9
Fuel	0	878	12,000	11,122	93
Repair & Maintenance	0		0	0	
Tax on vehicles	0		0	0	
Insurance, vehicles	0		0	0	
Vehicle expenses	**0**	**878**	**12,000**	11,122	93
				0	
Board & Lodging	0		0	0	
Staff km allowance	0		5,000	5,000	100
Hired transport	0		0	0	
Other travelling costs	0		0	0	
Other travelling expenses	**0**	**0**	**5,000**	5,000	100
				0	
Acct. & Admin.			25,000	25,000	100
Rents & Rates	9,000	8,334		(8,334)	
E- Mail services	0		1,000	1,000	100
Communication	120	20	1,000	980	98
Electricity & Water	40,000	13,613	40,000	26,387	66
Postage	0		0	0	
Office tea	2,000		3,000	3,000	100
Stationery	100		500	500	100
Photocopying expenses	50		200	200	100
Maint., office building	40,000	37,057	60,000	22,943	38
Cleaning expenses	7,000	1,198	7,000	5,802	83
Maint. Office equipment	2,000		4,000	4,000	100
Maintenance, properties	500		0	0	
Insurance, equipment	400		500	500	100
Insurance, building	5,000	12,504	7,000	(5,504)	79
Fidelity Guarant Insurance	1,000		12,000	12,000	100
AGM	0		700	700	100

Security expenses	2,500		2,000	2,000	100
NKRUMAH.....*Cont'd*					
General office expenses	3,500	483	2,000	1,517	76
Bad debt provision			0	0	
Prior Year Expense	0		0	0	
Overheads	**113,170**	**73,209**	**165,900**	92,691	56
Bad debts		0	9,000	9,000	100
	0	**0**	**9,000**	9,000	100
Other costs		73,209		(73,209)	
Item	2,000	0		0	
Depr. Office equipm. & Furn.	0	0		0	
Depreciations, vehicles	0	0	0	0	
Depr. Equipm. Res. Houses	50,000	0	0	0	
Depr. office building	**52,000**	**0**	**0**	0	
Depreciations				0	
Total Expenditure	**248,170**	150,486	**275,400**	124,914	45
				0	
Interest income	**0**	**0**	**0**	0	
Financial income				0	
Disposal, fixed assets				0	
Spokesman support fund	0	0		0	
Extraordinary income	**0**	**0**	**0**	0	
				0	
Profit/(Loss)	**382,830**	**447,993**	**357,600**	(90,393)	25

FIXING OF MAXIMUM LIABILITY

Management hereby seeks the authorization of the Annual General Meeting (AGM) to borrow up to a maximum of Shs. 2.0 billion (Two billion shillings only) in case required.

AUTHORITY TO SPEND DURING THE FIRST THREE MONTHS OF FY 2019/2020

Management seeks the authority of the Annual General Meeting (AGM) to spend during the first three months of the FY 2019/2020 at the level of the last three months of the current FY 2018/2019.

APPOINTMENT OF AUDITORS

On account of the good job done by Nabende, Nabweteme & Co. Certified Public Accountants in the past, the Board recommends them for re-appointment as UCA's External Auditors for financial year 2018/2019

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APPENDIX - ATTENDENCE LIST - LAST AGM

UGANDA COOPERATIVE ALLIANCE

50th Annual General Meeting Held on 22nd September 2017 – Grand Imperial Hotel

ACES' REGISTRATION FORM

NO	NAME OF DELEGATE	NAME OF ORGANIZATION	REGION	CONTACT	EMAIL
1	Nantalo Grace	WEBCOFCU		0754807247	nantalograce@gmail.com
2	Bukiizi B.	Katerera ACE		0752474717	
3	Bombokyereza Vicent	Kyabugimbi ACE	Mbarara	0776585437	
4	Mugabi Sam	Abateganda	Mbarara	0702566499	mugabisk@gmail.com
5	Owino James Peter	Merikit	Eastern	0775026502	
6	Mpaulo Charles	Bugaya	Busoga	0777065885	charlesmpaulo@gmail.com
7	Abigaba Alex	Kisiita	Kibaale	0776222599	alexabigaba@gmail.com
8	Karenzi N.	Nyakyera	Ntungamo	07521866063	
9	Musisi Joseph	Myanzi	Central	0784401795	Myanziace2006@gmail.com
10	Wakinya Samuel	Bushika Integrated	Eastern	0778097293	Bushikaiacel@gmail.com
11	Jacan Ismail Oyenya	Wadela Pakwinyo	West Nile	0782867600	Oyenya2014@gmail.com
12	Bamwesigye Wilson	Malongo		0775616217	malongoace@gmail.com
13	Bandaganire Francis	Kitumbi	Central	0756373230	
14	Oroma Emmanuella	Nebbi	West Nile	0772515724	Emmanuel@gmail.com
15	Wafana yahaya	Kangulumira	Eastern	0776230395	
16	Ssembajjwe David	Kibye Coffee FCS	Bukomansimbi	0782520879	
17	Mugabi Robert	Butya Coffee	Bukomansimbi	0773776466	
18	Amanya Yunusu	Nyabubare	Bushenyi	0782269686	
19	Kayondo Hassan	Malongo	Central	0703261349	
20	Ssenyondo S	Kasambya		0783442457	
21	Naigobya Paul	Nabukka	East	0774285108	
22	Wasswa Patrick	Kayunga	Central	07725257611	Kayonet47@yahoo.com
23	Najjemba Ann	Twezimbe	Central	0781067140	
24	Waiswa George	Nakulama	Busoga	0704923549	wswgeorge@yahoo.com
25	Khaukha Andrew	Bududa	Eastern	0782186686	

ACES' REGISTRATION FORM

NO	NAME OF DELEGATE	NAME OF ORGANIZATION	REGION	CONTACT	EMAIL
26	Lubowa Grace	Nazigo	Central	0782010501	Lubowa.grace@gmail.com
27	Musisi Joseph	Myanzi	Central	0784401795	Myanziace2006@gmail.com
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29	Badru Balidawa	Namungalwe	E.C	0776999048	bbalidawa@gmail.com
30	Mire Kamagangara	Kibatsi	Mbarara	0783642178	
31	Bogere Hakim	Bukawa	ACE		hakimbogere@yahoo.com
32	Kyasiimire Catherine	Kyambura	Western	0779712609	Cathymire77@gmail.com
33	Tumwesigye W	Uganda Herbal Union	Kampala	0781022009	
34	Okwang John Chris	Alito Joint Farmers	Kole	0782295077	johnchristopherk-wang@gmail.com
35	Kiiru Christopher	Ruhaama	Mbarara	0774744396	
36	Lutalo Henry	Kasawo Namuganga	Mukono	0775355551	
37	Peter Kimbowa	Twezimbe ACE	Kyankwanzi	0774 088 441	petkimbowa@gmail.com

UNION REGISTRATION FORM

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1	Abomugisha Stanley	Kigezi SACCO	Kigezi	0772963661	stanleyabomugisha@yahoo.com
2	Oyugi Jackson	West Acholi	Northern	0772880034	oyugijackson3@gmail.com
3	Enudu John	TEFCU	Soroti	078334342	
4	Sayekwo E.G	Sebei	Eastern	0772560611	emigeofs@gmail.com
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6	Beingana Lauben J.	Banyankole Kweterana Coop Union	Southern	0772667979	beinganajeoffrey@mail.com
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8	Bamuhangaine E	Banana wine	Mbarara	0774988090	
9	Haji Shaibu B.Twalla	Sebei Elgon	Eastern	0702719495	
10	Odur Boniface	Apac Plant health	Northern	0701066402	Bondur33@gmail.com
11	Bongozya Stephen	Sheema	Sheema	0772649575	
12	Rev. Philip Kato	Uganda Herbal	Central	0752839145	Kato.afroca@gmail.com
13	Wapokra John	Okoro Coffee	Western	0772994153	
14	Twoyem Kenneth	Sebei Elgon	Sebei	0777977646	kentwoyem@gmail.com
15	Rosemary Kirabo	UCCU	Kampala	0752808685	rosemarykirabogala-buzi@gmail.com

INVITED GUESTS REGISTRATION FORM

NO	NAME OF DELEGATE	NAME OF ORGANIZATION	REGION	CONTACT	EMAIL
1	Hon. A Butiti	Invited Guest	Kampala	0772692459	anthonybuteleQya-hoo.com
2	Nuwagira Naboth	UCTU	Kampala	0772471995	mwenaboth@yahoo.co.uk
3	Peter Businda	VECO E.A	Eastern	0752011735	Peter.businda@veco-eastafrica.org
4	Wolimbwa Bernard		Guest	0772698044	
5	Walusimbi James	VI. Agrofrestry	Guest	0785005757	jameswalusimbe@viagroforestr.org
6	Charles Kabuga	Legacy Group		0751087650	charleskabuga@gmail.co.ug
7	Justice Paul Gadenya	Judiciary	Kampala	0772633828	pgcidenya@gmail.com
8	Khaukha Sam Paddy	UCCFS	Kampala	0782335346	paddykhaukha@gmail.com
9	Opoka	Judiciary	Kampala	0782599563	
10	Akampa	Judiciary	Kampala		
11	NnumeYasin	UCSCU Ltd	Jinja	0704024487	nnumebule@gmail.com
12	Masika P. Hellen	The Microfinance Support Centre Ltd	Kampala	0703527930	hpetronilla@msc.co.ug
13	Asiimwe B	MTIC	Kampala	0701999444	
14	Turyamureeba Winnie	MTIC	Kampala	0701256440	wmureeba@gmail.com
15	Komol Rufina	MTIC	Kampala	0772040930	rufinakomol@yahoo.com
16	Sara Dahl	Vi Agroforestry	Masaka	0790222289	
17	Patrick Bakunda	UCCFS	Kampala	0772666996	pbakunda@yahoo.com
18	Jurua Jackson	UNFFE		0774680445	jjurua@gmail.com
19	Msemakweli .L			0772591578	
20	Fr. George Angala	Nebbi	Nebbi	0782468016	
21	Mugweri A	MTIC	Kampala	0705174542	Ambro02@gmail.org
22	Daniel M	PROFIRA	Kampala	0772859685	
23	Leonard Okello	Uhuru Institute	Kampala	0759900035	
24	Kibirango Robert	NAADS	Kampala	0772449829	
25	Hon. Fred Gume	MTIC	Kampala	0772401525	
26	Babirye Lucy	Ms /coop	MTIC	0702495832	
27	Immaculate Sekitto	World Vision	Kampala	0752652841	Immaculate_sekitto@wvi.org
28	Odeke Julius	World Vision	Kampala	0755286094	Odekejulius722@gmail.com
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30	Zipporah M	CIC		0755518186	
31	Mujuni Peter	Microfinance Support Centre		0772305687	jpetermujuni@msc.co.ug
32	Mugabe Ronald	Agaba & Co. Advocates	Kampala	0772690233	agabaadvocates@gmail.com
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STAFF REGISTRATION FORM

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1	Ayebare Caroline	UCA	Kla	0777970936	Blesingcaroline30@yahoo.co.uk
2	Katuutu Lucy	UCA	"		
3	Najjuma Irene	UCA	K'la	0772685548	inajjuma@uca.co.ug
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7	Bogere Moses	UCA		0700445700	
8	Edward Mwesigye	UCA		0772406564	
9	Asiimwe Robert	UCA	Mbarara	0772393573	
10	Haruna Ssessera	UCA		070304574	
11	Buwembo Emmanuel	UCA		0774542123	
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13	Harrison Kaziro	UCA	Gulu	0782570676	hkaziro@uca.co.ug
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19	Samuel Odeke	UCA		0703050592	
20	Taremwa Charles	UCA	Mbarara	0783454551	
21	Timothy Agaba	UCA		0772610829	tagaba@uca.co.ug
22	Nakazibwe Amina	UCA		0772682132	
23	Nassali Josephine	UCA		0782980098	
24	Immaculate Nuwagaba	UCA		0701726972	
25	Rose Angeyango	UCA		0772074025	rangango@uca.co.ug
26	Rosanne N. K. Muhumuza	UCA		0772405789	rmuhumuza@uca.co.ug
28	Walakira Francis	UCA		0772671085	
29	Kazimbe Winnie	UCA		0772378041	
30	Mujuni Ponsiano	UCA		0782542038	pmujuni@uca.co.ug
31	Wanyenze Rebecca	UCA		0772304454	

MEDIA REGISTRATION FORM

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2	Ssali Godfrey	Radio One	"	0774783326	godfreyssalizi@gmail.com
3	Chris Arika	UBC TV		0782468318	chriscarikoi@gmail.com
4	Sharon Kyatusiime	Chimpreports		0702695930	Sharonk.sharon77@gmail.com
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MEDIA REGISTRATION FORM

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10	Kayumba A	UBC Radio		0752269787	kayumbaa@yahoo.co.uk
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12	Ssekandi	Innerman Radio		0705113771	
13	Musisi Lwanga	MARC Media		0750660801	
14	Lawrence	Bukedde Paper			
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20	Isaac K	The Independence		0774973510	Khisaisaac2007@gmail.com
21	Denis Kato	Channel 44TV		0700998564	Katodenis99@gmail.com
22	Ssemambo Emma			075610078	Ssemambo803@gmailcom

SACCOS REGISTRATION FORM

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2	Ndinawe David	BweraTwimukye	Southern	0752562675	
3	Oludi A K	Ikwera	Northern	0784619391	
4	Turyatunga Dinah	Lyamujungu	S.Western	0774746015	
5	Mubiru David	BuikweD'vt	Central	0752405065	
6	Bitariho Januario	Kagongo	Western	0777945044	
7	Jakuma Walter	Coseda	Northern	0774100051	walterjakuma@gmail.com
8	Rev. Fr. Nsekanimanya	Kyamuhunga Peoples	Western	0772479367	kyapeco@yahoo.com
9	Kamugisha Francis	Nyakyera Farmers	Western	0774106104	
10	Bamwine S.	Rukoni	Western	0774252355	
11	Fr. Safari Emmanuel	Kebisoni	Wester	0772301613	
12	Kigonere James	Bumanya		0775950699	
13	Mugaya John	Buyamba	Eastern	0753605291	
14	Musinga Enoth	Kigarama farmers	Western	0782239404	
15	Ntoranwe Aggrey	Katesani	Western	0774252466	
16	Joseph	EBO	Wester	0701339981	jmugume@ebo.co.ug
17	Balikowa Moses	Abalamagi	Eastern	0782455783	balikowanalg@gmail.com
18	Babirye Sarah	Katesani	Western	0750133442	babirye@yahoo.com
19	Asiimwe Didas	Mitooma Peoples	Western	0772682573	mitoomapeoples@yahoo.com
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21	Asiimwe Alphonse	Kamuga	Western	0703279851	Asiaalpha2013@gmail.com
22	Grace Rukumbakaza	Kigarama		0772858852	
23	Asadi Namulemba	Bukalisha		0772510800	
24	Fr. Emmanuel Tusiime	Rushere	Western	0772415497	emmanusime@yahoo.com
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26	Mugenyi Godfrey	Frendinneed		0701356601	

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