REVITALIZING COOPERATIVES, CREATING WEALTH

"Alone we can do so little together we can do much."

HELEN KELLER

UGANDA COOPERATIVE ALLIANCE LTD

ANNUAL REPORT

2025

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ABBREVIATIONS AND ACRONYMS

ACE	Area Cooperative Enterprise
AGM	Annual General Meeting
BIACE	Bushiika Integrated Area Cooperative Enterprise Ltd.
BUDICU	Bushenyi Dairy Industries Cooperative Union
CAAU	Cocoa Agribusiness Association of Uganda
FG	Farmer Group
FOs	Farmer Organizations
FORT	Farmer Organisations for Rural Transformation
ISDFCU	Isingiro Dairy Farmers Cooperative Union
KFCU	Kazo Farmers Cooperative Union
KFOG	Kampala Fruits of Gold Investment Cooperative Society
MoCU	Moshi Cooperative University
MOU	Memorandum of Understanding
MTIC	Ministry of Trade, Industry and Cooperatives
MUBS	Makerere University Business School
NCSCS	National Cooperative Savings and Credit Society
NDP IV	National Development Plan
NRM	National Resistance Movement
NSC	National Steering Committee
OWC	Operation Wealth Creation
PDM	Parish Development Model
SACCO	Savings and Credit Cooperative Organization
SDGs	Sustainable Development Goals
SEMCU	Semuliki Cooperative Union
SWOT	Strengths, Weaknesses, Opportunities, Threats
UCA	Uganda Cooperative Alliance
UBC TV	Uganda Broadcasting Corporation Television
UCCFS	Uganda Central Cooperative Financial Servicese
UCSCU	Uganda Cooperative Savings and Credit Union Limited
UNDF	United Nations Development Fund
UNDP	United Nation Development Programme
URA	Uganda Revenue Authority
WUR-WCDI	Wageningen University & Research – Wageningen Centre for Development Innovation

Who we are:

Uganda Cooperative Alliance (UCA) Ltd, established in 1961, is the apex body for all registered cooperative societies in Uganda, representing over 15 million members across various sectors. With a legal mandate under the Cooperative Societies Act, UCA serves as the voice of the cooperative movement both nationally and internationally. It also plays a critical role in advising government on cooperative policy, advocating for cooperative interests, settling disputes, building the capacity of cooperators, offering business and advisory services, and mobilizing resources for the growth and sustainability of the cooperative movement in Uganda.

VISION

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

OUR MISSION

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

UCA CORE VALUES

Honesty
Dedication
Transparency
Integrity

Our Membership

UCA Membership consists of Secondary and Tertiary District, Regional and National Cooperative Unions, Area Cooperative Enterprises (ACEs) and SACCO Unions and other unique cooperatives across Uganda.

Our Mandate

- To provide capacity building in areas of leadership, management, business skilling, financial literacy, product development and management using cooperative best principles, values and practices.
- To make recommendations to the government on cooperatives policy matters
- To advocate and represent the interests of the cooperative movement at all levels both nationally and internationally
- To carry out arbitration/ dispute settlement arising out and affecting the business of cooperatives in Uganda as mandated by the cooperative Act.
- To mobilize resources for the cooperative movement in Uganda
- To do any other cooperative development work as may be mandated by law and or industry.

MESSAGE FROM
CHAIRPERSON BOARD OF DIRECTORS

*The **2024/2025** financial year has been a pivotal period for the Uganda Cooperative Alliance (UCA)*

Dear Cooperators,

The 2024/2025 financial year has been a pivotal period for the Uganda Cooperative Alliance (UCA), as we continue to strengthen our role as the apex body guiding the cooperative movement in Uganda. This Annual Report captures a year of strategic interventions, policy influence, and transformative initiatives that advance not only the growth of cooperatives but also Uganda's broader development agenda.

At the heart of our strategic focus this year has been governance, legal reform, and the establishment of the **National Cooperative Bank,** a landmark initiative aligned with the government's priorities under **National Development Plan IV (NDP IV),** Vision 2040, and Uganda's commitment to the **Sustainable Development Goals (SDGs)**, particularly those related to economic growth, financial inclusion, and job creation. The cooperative movement, under UCA's stewardship, is now positioned to play a central role in achieving inclusive and sustainable economic development by empowering millions of Ugandans through cooperative-owned financial institutions.

The Board has maintained rigorous oversight and strategic leadership throughout the year. Seven Board meetings, three Supervisory Board sessions, and continuous engagement with management ensured that UCA adhered to robust governance principles, accountability standards, and strategic objectives. Key resolutions included reviewing and addressing past asset mismanagement, strengthening organizational structures, and intensifying advocacy for the legal and regulatory reforms necessary for cooperative sustainability.

The establishment of the **National Cooperative Bank** represents a strategic milestone for Uganda's cooperative sector. Under UCA's leadership as Chair of the National Steering Committee, extensive consultations and technical studies were conducted, engaging cooperatives, government agencies, development partners, and financial experts. These consultations ensured that the Bank's design is aligned with Uganda's national policy frameworks, including the Cooperative Societies Act, Cap 107 Section 49 that authorizes the establishment of a Cooperative Bank in

Uganda. To date, over UGX 100 million has been mobilized in initial capital commitments, demonstrating the trust and commitment of cooperatives nationwide. The Bank will not only provide inclusive, affordable, and member-driven financial services but also act as a vehicle for industrialization, agro-processing, and broader economic empowerment, contributing directly to the NDP IV objectives of wealth creation, job generation, and poverty reduction.

Beyond financial inclusion, the Board prioritized **policy advocacy** and engagement with government at multiple levels—national, regional, and continental. We actively supported initiatives such as the **10-year SACCO tax exemption, legal reforms,** and harmonization of cooperative regulations. These strategic interventions are aligned with regional agendas such as the **African Union's Agenda 2063** and the **African Continental Free Trade Area (AfCFTA)** framework, ensuring that Uganda's cooperative sector is competitive, resilient, and able to participate effectively in regional and global value chains.

The Board also focused on performance monitoring, internal controls, and risk management. We strengthened digital governance, enhanced cybersecurity, and implemented stringent oversight mechanisms to safeguard UCA's resources, ensuring that our programs—from capacity building to market linkages—are delivered efficiently, transparently, and with measurable impact.

Globally, cooperatives are recognized as engines of inclusive economic development, and UCA's strategic interventions this year demonstrate Uganda's alignment with international best practices and global cooperative principles. Through partnerships with entities such as UNDP, Agriterra, WUR-WCDI, and private sector actors, UCA continues to enhance governance, youth and women participation, and entrepreneurial capacity, positioning Uganda's cooperatives as a model of sustainable, inclusive, and resilient growth.

While significant strides have been made in revitalizing the cooperative movement, a number of issues remain pending and require government attention. These include addressing gaps in the cooperative legal framework to provide clarity and stronger protection for cooperative operations; ensuring that agro-processing facilities constructed under various government programs are fully repaired, cleared, and officially handed over to farmer cooperatives rather than remaining idle; and streamlining the compensation process for unions and societies that lost property during past civil wars, building on the progress already made while closing loopholes that previously led to mismanagement. In addition, now that the new Cooperative Bank has been conceptualized, we urge government to consolidate resources currently scattered across different programs and entities into this bank, so that cooperatives can access and manage them more effectively

As Board Chair, I am confident that the governance frameworks, strategic partnerships, and policy reforms achieved this year have strengthened UCA's capacity to lead the cooperative movement toward a future of financial empowerment, industrial growth, and socio-economic transformation. I commend the Board, management, staff, and our partners for their dedication, collaboration, and unwavering commitment to building a cooperative sector that is dynamic, accountable, and central to Uganda's national development ambitions.

Together, we are not only shaping the future of cooperatives in Uganda—we are laying a foundation for economic inclusion, sustainable growth, and shared prosperity for generations to come.

Sincerely,

MR. JOHNAS TWEYAMBE

Board Chair,
Uganda Cooperative Alliance (UCA)

MESSAGE FROM **THE GENERAL SECRETARY**

*The year under review has been one of **resilience, renewal, and reaffirmation** for the Uganda Cooperative Alliance (UCA).*

Dear Friends, Cooperators

I take this opportunity to present to you the Annual Report of the Financial year 2024/25.

The year under review has been one of resilience, renewal, and reaffirmation for the Uganda Cooperative Alliance (UCA). As the umbrella body of Uganda's cooperative movement, we have continued to stand tall as both a voice and a bridge—connecting farmer groups, SACCOs, unions, and stakeholders to the opportunities, knowledge, and systems that secure their growth.

Looking back, our greatest strength has been in listening and learning. When we profiled 62 farmer groups across five regions, we were reminded that advocacy must be more than lobbying—it must carry the weight of accountability and transparency at every level. This insight has guided our continued calls for reforms in record-keeping, conflict resolution, and the establishment of a Cooperative Bank.

We also witnessed the power of collective ownership. Over UGX 100 million has so far been mobilized towards the capitalization of the National Cooperative Bank. This milestone proved a lesson we have always believed in: when cooperators contribute directly to shaping their future, they build institutions that last.

Capacity building remained a cornerstone of our work. Training over **467 cooperative leaders** and more than **200 commercial officers** underscored the timeless truth that cooperatives can only be as strong as the knowledge, governance, and accountability of their leaders. It was equally clear that partnerships magnify this impact. Working with government and partners like Operation Wealth Creation, Stanbic Bank Uganda, UNDP, Mercy Corps, and Wakandi, we reached more than **2.6 million members** across **7,000 SACCOs**—evidence that collaboration multiplies what no one actor can achieve alone.

Visibility also emerged as a powerful driver of legitimacy. Through **51 talk shows** on national TV national TV, expanded digital engagement by **46%,** and partnerships with media houses, the cooperative voice grew louder and more influential. We learned that when the movement tells its story boldly, it gains both recognition and relevance.

This year also confirmed that digital transformation is no longer optional. Our landmark agreement with Wakandi Uganda marked a decisive step in transitioning cooperatives from manual to digital systems—enhancing transparency, reducing risks, and inspiring greater participation from youth and women. The launch of the Farmer Organisations for Rural Transformation (FORT) project further reminded us that inclusivity must be intentional, especially for women and youth whose contributions shape the future of the movement.

On the policy front, the journey was a marathon, not a sprint. Our persistent lobbying for reforms—whether on taxation, regulatory gaps, or the cooperative bank—proved that meaningful change requires patience, unity of purpose, and the courage to keep pressing forward. At the same time, a training followed by the Business-to-Business meeting in Northern Uganda showed us that cooperatives are often asset-rich but underutilized, and that partnerships with business players can unlock dormant value into thriving opportunities.

Perhaps the most profound lesson of all was that strong governance begins at home. UCA strengthened its own systems through Board resolutions, audits, staff recruitment, digital infrastructure, and risk management—reaffirming that credibility to lead a movement starts with integrity and accountability within.

As we close this chapter and look to the future, I am proud of the strides we have made together. The cooperative spirit continues to prove that when people unite in solidarity, progress is not only possible, it is unstoppable. With the lessons learned this year, I am confident that Uganda's cooperatives are better positioned to create jobs, build wealth, and transform communities for generations to come.

Sincerely,

IVAN ASIIMWE (CPA)

GENERAL SECRETARY
Uganda Cooperative Alliance

BOARD MEMBERS

MR. JOHNAS TWEYAMBE
(Chairman Board of Directors)

Ms. Emmanuel Oroma
Vice Chair

Rev. Fr. Emmanuel Safari
Treasurer

Mr. Bernard Olar
Member

Hon. Maxwell Akora
Member

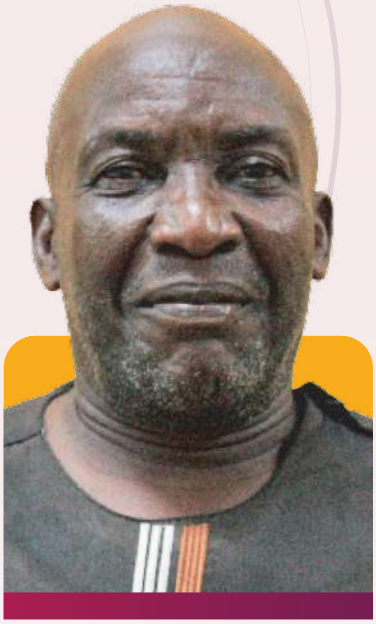
Mr. Robert Mpakibi
Assistant Commissioner for Cooperatives

Mr. Ivan Asiimwe (CPA)
General Secretary/ CEO

SUPERVISORY COMMITTEE MEMBERS

Mr. Hakim Bogere
Chairperson

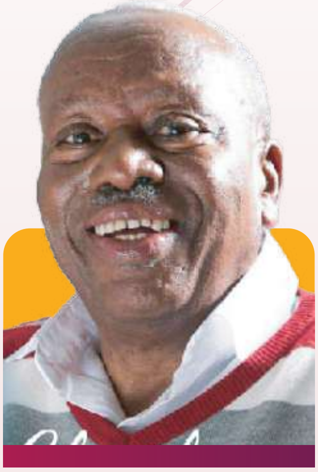
Hon. Bintu Jalia
Member



Mr. Wilson Bamwesigye
Member

VETTING COMMITTEE

Hon. Anthony Butele
Chairperson



Mr. Charles Kabuga
Member

Mr. Badru Baliddawa
Member

Mr. Ivan Asiimwe (CPA)
Member

Mr. Robert Mpakibi
Assistant Commissioner for Cooperatives

OVERVIEW OF KEY ACCOMPLISHMENTS IN NUMBERS

STEADY STRIDES TOWARDS SUCCESS FOR COOPERATIVES

Over the decades, Uganda Cooperative Alliance (UCA) has stood tall as the heartbeat of Uganda's cooperative movement—quietly building, boldly guiding, and steadily transforming lives. With every training delivered, policy advocated, partnership brokered, and voice raised, UCA has remained steadfast in its mission: to empower cooperatives as engines of inclusive growth and national development. What began as a vision rooted in solidarity has matured into a movement touching millions—proof that when people come together, progress is not only possible, it's unstoppable.

Advocacy: Between March and June 2025, under the FORT project, **UCA profiled 62 farmer groups from 5** regions and intensified nationwide advocacy through monitoring and supervision of cooperatives, uncovering governance and accountability gaps, strengthening grassroots connections, and amplifying calls for reforms such as forensic audits, standardized record-keeping, conflict resolution, and the establishment of a Cooperative Bank.

62 Farmer groups profiled

Lobbying: The National Steering Committee for the establishment of the National Cooperative Bank, chaired by UCA, has successfully lobbied cooperatives to invest in the National Cooperative Bank, resulting in over UGX 100 million in capitalization to date, including UGX 10 million contributed by UCA.

UGX **100** **Million** investment to date, 10 million capital share contribution by UCA)

Capacity Building: UCA built the capacity of 467 members of various cooperatives and SACCOs, including the Board, Supervisory and Vetting Committee members, equipping them with practical tools in governance, financial stewardship, strategic planning, and accountability.

467 Cooperatives' capacities built

More than 200 commercial officers nationwide benefited from UCA-led trainings held in various regions across the country. The curriculum covered vital areas such as cooperative ideology and values, strategic planning, governance, business modeling, legal frameworks, and fair trade practices.

200 Commercial officers nationwide

Business Linkages: UCA forged five strategic partnerships with Operation Wealth Creation, Stanbic Bank Uganda, UNDP, Wakandi Uganda, and Mercy Corps—benefiting 2.6 million members across 7,000 SACCOs.

5 Partnerships made, **2.6** **Million benefitted**

Media Engagement and Visibility: UCA's digital community grew to over 1,000 followers across Facebook, X, and LinkedIn, 600+ members on its WhatsApp Channel, and a 45% rise in engagement within 12 months, expanding its cooperative reach and impact.

46% Overall digital growth across UCA platforms

Through 51 weekly talk shows on UBC TV and other Media Channels, UCA reached over 1,000 viewers and listeners increasing public engagement with cooperatives

900% Engagement on radio and TV talk shows

UCA signed MOUs with Wakandi Uganda to accelerate the digitalization of SACCOs and cooperatives nationwide, and with Uganda Broadcasting Corporation (UBC) to strengthen the Alliance's visibility and outreach.

2 MOUs signed

In 2024, UCA launched the five-year Farmer Organisations for Rural Transformation (FORT) project across 27 districts, in partnership with Agriterra, WUR-WCDI, and the Government of the Netherlands.

1 Project launched

OUR STRATEGIC PILLARS

In 2024–2025, UCA implemented its programs and partnerships guided by the seven pillars of the Strategic Plan 2020/21–2024/25, under the theme:

> *Repositioning UCA to deliver revitalized and vibrant cooperatives for jobs, employment, and wealth creation in Uganda.*

These interventions were aligned to Vision 2040, NDP IV, the NRM Manifesto, the National Budget, and the SDGs, ensuring that cooperative growth contributes to Uganda's broader development agenda.

Highlights under the seven pillars include:

Governance & Management UCA strengthened internal systems and cooperative leadership through capacity-building trainings for board and committee members, carrying out recruitments, restructuring and alignment, offering internships, enhancement in digital infrastructure and security and carrying out monitoring visits that promoted accountability and compliance.

Information, Communication, and Knowledge Management: Enhanced UCA's outreach through 51 cooperative talk shows on UBC TV, growing social media engagement by 46%, and documenting success stories for wider learning

Policy Advocacy and Legal Services: UCA intensified lobbying efforts for the establishment of a National Cooperative Bank, reforms in the legal and regulatory framework, taxation of cooperatives, carrying out audits for accountability, and improved legal support for cooperatives facing disputes.

Business Incubation, Business Training, and Skills Development: Delivered trainings in financial stewardship, strategic planning, and value addition, reaching cooperative leaders and building entrepreneurial capacity.

Membership, Innovative Products and Services: UCA expanded its visibility and member engagement through SACCO digitalization partnerships, new services, and social media platforms such as a WhatsApp channel reaching 600+ cooperators. UCA's increased it's membership to 150 Cooperatives.

Youth and Women Engagement Services: Promoted inclusive participation by profiling farmer groups under the FORT project and creating spaces for women and youth in cooperative governance and leadership.

Input and Output Market Development: UCA linked over 40 cooperatives and unions in Northern Uganda to more than 30 business partners and showcased cooperative-led agribusiness at the Harvest Money Expo 2025, reinforced by the FORT project which profiled farmer organizations and connected them to markets.

PILLAR 1

GOVERNANCE AND MANAGEMENT

STRENGTHENING INTERNAL SYSTEMS AND PROCESSES

Governance

Throughout the financial year 2024/2025, the UCA Board held seven meetings to deliberate on strategic matters and make key decisions driving the Alliance's growth. This was complemented by quarterly sessions and two Supervisory Board sittings for internal audits. Notable resolutions included investigating past mismanagement and the illegal sale of UCA assets with the aim of recovery, restructuring and expanding UCA's roles and positions, and intensifying lobbying for the establishment of a National Cooperative Bank. The Board also resolved to continue engaging Government to address existing legal gaps affecting SACCOs. The Annual General Meeting (AGM) was successfully held on 24th September 2024.

Human resources and Recruitments

During the year, UCA strengthened its management team with the recruitment of two senior staff: Ms. Jacqueline Zawedde, Communications and Marketing Officer, and Mr. Wilson Nyabutundu, Lobby and Advocacy Manager, who also serves as Project Manager for the FORT Project. Ms. Zawedde brings over 16 years of experience in communications and marketing for development and holds a Master's Degree in Media and Communication, while Mr. Nyabutundu has over 20 years of experience in the cooperative movement, having held leadership positions in various SACCOs. In addition, UCA expanded its regional presence by recruiting Project Coordinators in Mbale, Mbarara, Lira, Kabale, Fort Portal, and Jinja to oversee the implementation of the FORT Project in their respective regions.

Internship and Voluntarism

UCA provided two-month internship placements to 1 university student, offering her valuable hands-on experience in Finance and Accounting and an opportunity to apply her academic knowledge in a real-world work environment. The intern was drawn from Makerere University, Faculty of Statistics. UCA also onboarded two volunteers in the departments of Finance and Communications, to support in the work processes.

Enhancements in Digital Infrastructure and Security

Enhanced Digital Presence: UCA's website was redesigned into a state-of-the-art platform, regularly updated with relevant content to improve user engagement, accessibility, and overall functionality.

Strengthened Security: A biometric access control system and surveillance cameras were installed at the UCA Main Office on Plot 47/49 Nkurumah Road, while security personnel were reinforced through a professional firm, ensuring robust security at both the Naguru and Nkurumah Road premises.

Staff Management and Welfare.

During the reporting period, UCA prioritized the welfare and well-being of its staff and visitors. Staff were provided with daily lunch, creating a supportive and comfortable working environment that enhanced productivity and morale. Visitors to the UCA offices were also well-catered for, with refreshments and meals provided during their interactions with the Alliance. Additionally, UCA hosted a number of internal and external meetings, workshops, and stakeholder engagements, ensuring that all participants were adequately provided for in terms of catering and hospitality. UCA continued to promote a safe, conducive, and inclusive workplace by maintaining clean facilities, comfortable workspaces, and a supportive environment that recognizes the importance of staff satisfaction as a key driver of organizational performance.

Risk Management & Internal Controls

UCA strengthened its risk management and internal control frameworks to safeguard the organization's resources and ensure operational resilience. Fraud detection and mitigation mechanisms were actively implemented, including monitoring of financial transactions and regular oversight. In response to the increasing importance of digital platforms, UCA prioritized data security and cybersecurity measures, protecting sensitive information and maintaining the integrity of its systems. Internal audits were conducted periodically, and findings were carefully reviewed, with corrective actions implemented promptly to address any identified gaps.

PILLAR 2

POLICY ADVOCACY AND LEGAL SERVICES

ESTABLISHMENT OF THE NATIONAL COOPERATIVE BANK

UCA Lobbies for the Establishment of the National Cooperative Bank

Following the Cabinet resolution guiding the cooperative movement to establish the National Cooperative Bank in line with Sec. 49 of the Cooperative Societies' Act Cap 107, the Minister of Trade, Industry and Cooperatives appointed a National Steering Committee to spearhead this important national initiative of establishing a National Cooperative Bank. This 14-member committee is comprised of representatives from MTIC, UCFFS, UCSCU, Wazalendo SACCO, Exodus SACCO, Parliamentary SACCO, Walimu SACCO, and UCA which is the chair.

Consequently, comprehensive research studies were conducted with the involvement of technical personnel and key stakeholders from government. This was followed by extensive national and countrywide consultations with cooperators and other key stakeholders, whose feedback overwhelmingly and unanimously supported the establishment of a cooperative-owned bank.

On June 17, 2025, cooperators gathered at the UCA Conference Hall and unanimously resolved to establish the National Cooperative Bank. The cooperatives resolved to register the bank as a tier 4 under the name "The National Cooperative Savings and Credit Limited", which will be the precursor to the National Cooperative Bank of Uganda upon upgrading to Tier 1 status. The bank's objectives are to: promote inclusive and affordable financial services, prioritize women and youth, build cooperative capacity, become an investment hub, and act as a channel for government and stakeholder programs aimed at financial inclusion. Its mission is to provide superior, inclusive, and sustainable financial solutions to Cooperatives.

Members of Various Cooperative Socities During the Preliminary Meeting to Discuss the Establishment of the Nation Cooperative Bank.

Investing in the National Cooperative Savings and Credit Society Limited (NCSCS)

A shared estimate showed that if **1,000 SACCOs** each bought the minimum **UGX 1.1 million in shares**, the capitalization would start at **UGX 1.1 billion.** However, the committee agreed to target raising **UGX 200 billion,** with an initial goal of **UGX 10 billion,** to establish strong footing for transition into a commercial bank. In line with that, each cooperative is expected to acquire a minimum of ten (10) shares, each valued at **UGX 100,000**, totalling **UGX 1,000,000,** alongside a one-time membership fee of **UGX 100,000.** However, they are also encouraged to buy more shares.

In mobilizing contributions towards this set target, the Steering Committee proposed segmenting the capital targets over different time periods. As a next step, cooperators have been invited to pass board resolutions that mandates their management to invest in the National Cooperative Savings and Credit Society Ltd. To date, over UGX 100 million in financial commitments has been pledged by cooperatives, with UCA investing 10million shillings in share capital.

Looking ahead: Registering and Launching the NCSCS

In order to clarify the leadership, coordination, and roles of the key cooperative bodies, harmonize efforts, and avoid duplication, it was resolved that UCA, as the apex body for all registered cooperative societies and appointed by the Minister, shall continue to chair the National Steering Committee and spearhead the establishment and operationalization of the National Cooperative Bank, with UCUSCU and UCCFS participating as key members.

A sub-committee of 7 members was established, consisting of the legal expert from UCA, MTIC, UCSCU, and UCFFS. This committee met on Monday, July 28th and drafted the customized by-laws of the NCSCS. The steering committee re-convened to review the by-laws. With key deadlines approaching, especially the August cabinet meeting, members agreed to work collaboratively and intensively to register the society by the end of August. On 18th September, the National Cooperatives Savings and Credit Society Limited will be officially launched by H.E. Yoweri Kaguta Museveni, to deliver appropriate, affordable, and member-driven financial services to Unions, Area Cooperative Enterprises, and SACCOs across the country. It will empower cooperatives with improved access to finance markets, while driving industrialization and digital transformation. In doing so, it will deepen financial inclusion, strengthen industrial growth, foster community empowerment, create jobs, build wealth, and ultimately raise household incomes.

Reforms in the legal and regulatory framework

During 2024 and 2025, various Ugandan stakeholders called for urgent reforms to strengthen regulation, protect livelihoods, and promote economic growth. The Uganda Cooperative Alliance (UCA) reported that the existing legal framework for SACCOs was contradictory and confusing, exposing groups such as Emyooga and Parish Development Model (PDM) SACCOs to risks, and recommended establishing a single regulator to oversee licensing and supervision. Semuliki Cooperative Union (SEMCU) and the Cocoa Agribusiness Association of Uganda (CAAU) petitioned the government to develop a national cocoa policy framework, highlighting challenges faced by farmers, including weak extension services, poor market conditions, and limited research support, and proposed measures to enhance production, quality, and competitiveness. Meanwhile, three dairy cooperative unions in Southwestern Uganda— Bushenyi Dairy Industries Cooperative Union (BUDICU), Kazo Farmers Cooperative Union (KFCU), and Isingiro Dairy Farmers Cooperative Union (ISDFCU)—reported significant losses from tick-borne diseases and urged local authorities to enact ordinances regulating veterinary drugs, biosecurity, and livestock management. These calls emphasized the urgent need for harmonized policies and regulations to create safer, more productive, and better-governed environments for Uganda's cooperatives, farmers, and livestock producers. The infographic below shows the three petitions in brief.

Policy Briefs Developed

1 UCA CALLS FOR URGENT SACCO LEGAL REFORMS

18 DEC 2024

Key Issue:

- Confusing laws risk fund losses; fragmented regulation

Key Proposals

- Repeal Section 110 of Tier 4 Microfinance Act
- Amend Cooperative Societies Act

Goal: Harmonize regulation & protect savings

2 SEMCU & CAAU CALL FOK COCOA SECTOR POLICY

30 MAY 2025

Key Issue:

- Weak instituions, poor market access, limited research; cocoa marginalized

Key Proposals

- Standalone cooa policy under MAAIF
- Export Development Unit & Cocoa Development Fund
- Strengthen research & nursery regulations

Goal: Unlock cocoa potential & improve farmer livelihoods

3 DAIRY COOPERATIVES PUSH TICK-BORNE DISEASE

21 MAY 2025

Key Issue:

- Tick-borne diseases cause losses: acaricide misuse & counterfeits worsen situation

Key Proposals

- Regulate acaridde-use & handling
- Biosecurity & mandatory deworming
- Awareness campaigns & anti-counterfell collaboration

Goal: Protect livestock & boost productivity

Key Note

Hon. Migadde during a Parliamentary Session

New Bill Proposed to Strengthen Regulation of Microfinance Institutions

In **August 2025, Hon. Robert Migadde,** Member of Parliament for Buvuma Island County, was granted leave by the Ugandan Parliament to introduce a Private Member's Bill titled the "Microfinance Deposit-Taking Institutions (Amendment) Bill." This legislative initiative aims to address existing gaps and challenges within the microfinance sector, particularly concerning the regulation and supervision of microfinance deposit-taking institutions. The proposed amendments seek to enhance the legal framework governing these institutions, ensuring greater accountability, transparency, and protection for depositors. The bill is expected to undergo detailed scrutiny and debate in Parliament before any potential enactment

Lobby for Tax exemption for Cooperatives

UCA Seeks 10-Year Extension of Tax Exemption for SACCOs to Boost Financial Inclusion

In August 2025, UCA submitted a formal request to both Parliament and the Ministry of Finance, seeking a 10-year extension of the tax exemption granted to Savings and Credit Cooperative Organizations (SACCOs). This exemption, initially introduced in 2017 under Section 21(1)(ad) of the Income Tax Act, was designed to promote savings among Ugandans, particularly in rural areas. The exemption has been instrumental in enabling SACCOs to mobilize more members, increase savings, and extend more loans to their members, thereby contributing significantly to financial inclusion and economic productivity.

However, in 2024, a legal dispute arose when the Uganda Revenue Authority (URA) continued to levy withholding tax on dividends and interest paid to SACCO members, despite the tax exemption. This led to concerns among SACCOs about the potential reversal of the exemption. In response, the Attorney General issued guidance confirming that SACCO income and their members' income remain tax-exempt under the doctrine of mutuality, a principle that treats SACCOs as member-owned entities. This clarification was communicated to the URA in January 2024.

Continue to the next page

The UCA's petition underscores the critical role that SACCOs play in Uganda's financial landscape and the necessity of maintaining a favorable tax environment to ensure their continued growth and sustainability. The outcome of this request remains pending, with stakeholders awaiting Parliament's decision on the proposed extension.

Cooperative Education

UCA is actively advancing cooperative education to strengthen the sector's capacity and sustainability. In 2024, UCA initiated a collaboration with the Moshi Cooperative University (MoCU) in Tanzania and the Makerere University Business School (MUBS) to introduce cooperative education programs in Uganda. This partnership aims to develop diploma and degree courses in cooperative studies, addressing the growing need for skilled professionals in the cooperative sector. The collaboration was formalized during a meeting at MUBS, where UCA's General Secretary, CPA Ivan Asiimwe, and MUBS Acting Principal, Prof. Moses Muhwezi, discussed the integration of cooperative education into Uganda's higher education system. Prof. Muhwezi emphasized the importance of MUBS leading this initiative to meet the nation's human resource needs in the cooperative sector. The proposed programs are expected to include undergraduate diplomas and degrees, with plans to expand to master's and doctoral levels in the future.

Additionally, UCA is advocating for the elevation of Uganda Cooperative College Kigumba and Uganda Cooperative College Tororo to university status. These institutions currently offer certificate and diploma programs in cooperative education and are seen as pivotal in providing specialized training for the cooperative sector. UCA believes that upgrading these colleges to degree-awarding institutions will enhance the quality of education and produce a more competent workforce to drive the cooperative movement forward.

Furthermore, UCA's involvement extends to governance, as it holds a position on the board of Uganda Cooperative College Tororo, influencing strategic decisions and ensuring that the institution aligns with the broader goals of cooperative development in Uganda.

Through these initiatives, UCA is working to institutionalize cooperative education in Uganda, aiming to produce a skilled workforce capable of managing and leading cooperatives effectively, thereby contributing to the sector's growth and the country's economic development.

Dispute Resolutions

The Uganda Cooperative Alliance (UCA) is legally mandated to provide dispute resolution and arbitration services under the Co-operative Societies Act, Cap. 112. Section 73 of the Act expressly empowers the General Secretary of UCA to appoint arbitrators in cases where parties to a dispute are unable to agree, and to ensure that cooperative-related conflicts are resolved fairly, transparently, and within the legal framework governing cooperatives in Uganda. This mandate positions UCA as the apex body for safeguarding harmony within the cooperative movement, reinforcing its role not only as a development partner but also as a neutral arbiter of justice among its member societies. In fulfillment of this statutory obligation, UCA has continued to handle disputes submitted by its members with professionalism and impartiality. In the current year alone, UCA received eight requests for dispute resolution and arbitration. These included cases such as the Nangeye Multi-Purpose Cooperative Society, the mediation process between Naigaga Aisha and Biomass Cooperative Society, as well as conflicts involving Iteki Okile Rice Growers Cooperative Society and Kitegomba Growers Cooperative Society, among others. Through these interventions, UCA has demonstrated its commitment to protecting the integrity of the cooperative sector by fostering dialogue, rebuilding trust, and ensuring that cooperatives remain strong vehicles for economic empowerment and community development.

PILLAR 3

MEMBERSHIP, INNOVATIVE PRODUCTS AND SERVICES

MEMBERSHIP COORDINATION

UCA Admits New Members

During the Financial Year 2024/2025, the Uganda Cooperative Alliance (UCA) continued to strengthen its network and broaden its reach by welcoming new members into the Alliance. These applications, carefully reviewed and approved in line with our membership procedures, reflect the growing recognition of UCA as the umbrella body for cooperatives in Uganda and as a trusted platform for advancing cooperative values and interests.

With these additions, UCA now proudly boasts a total membership of 125 cooperatives to date. This growth not only demonstrates the increasing relevance of the Alliance but also reinforces our collective voice in promoting sustainable socio-economic development through the cooperative movement.

125 UCA Membership to date

Outlined below are the profiles of the newly admitted members:

Uganda Federation of MG Community Credit Cooperative Ltd

A union based in Mpigi District that applies the village community model to drive social and economic transformation. In 2024, it hosted and fully funded the Cooperative Day celebrations.

Otwal Oil Seed Farmers Area Cooperative Enterprises Ltd

Established in 2013 with 30 members after UCA capacity development training, the cooperative has since grown to 618 members. It focuses on value addition for oil seeds, sunflower, peas, and maize.

30 **Members** after UCA capacity development training

618 **Members.** It focuses on value addition for oil seeds, sunflower, peas, and maize.

Igara Mixed Farmers Area Cooperative Enterprise Ltd

Based in Bushenyi District, the cooperative applies a village agent model to enhance productivity. It joined UCA to benefit from capacity building and to strengthen its bargaining power under a unified body.

Driving Digital Migration and Transformation

UCA Champions Digital Innovation with Wakandi and Innovation Norway

In October 2024, UCA signed a landmark MoU with Wakandi Uganda, alongside a parallel agreement between Innovation Norway and the Ministry of Trade, Industry and Cooperatives (MTIC), to drive the digitalization of SACCOs and cooperatives. The partnership, witnessed by senior government officials, Norwegian dignitaries, and Wakandi executives, aims to digitally empower over 10 million SACCO members. With Wakandi licensed by the Bank of Uganda as a Payment Systems Operator, the initiative will transition SACCOs from manual to secure, cloud-based systems — boosting transparency, reducing errors, and enhancing financial inclusion. This marks a pivotal step in UCA's vision to modernize cooperatives and position them at the forefront of Uganda's digital economy.

Amplifying Cooperative Voices through Social-Media
Over the past year, Uganda Cooperative Alliance (UCA) has leveraged social media as a powerful tool for knowledge sharing, advocacy, and stakeholder engagement. By actively using platforms such as Facebook, Twitter/X, and LinkedIn, UCA has grown its digital community to over 1,000 followers, creating a dynamic space for cooperators to engage with cooperative content, exchange ideas, and stay informed about events and initiatives.

To enhance accessibility and direct communication, UCA also launched a WhatsApp Channel, now hosting over 600 cooperators who share ideas, raise concerns, and receive timely updates. This digital strategy, complemented by short videos, infographics, member highlights, and event announcements, has significantly increased engagement, with analytics showing a growth of over 45% in the past 12 months, particularly among youth and digitally active members, thereby expanding UCA's cooperative footprint nationwide.

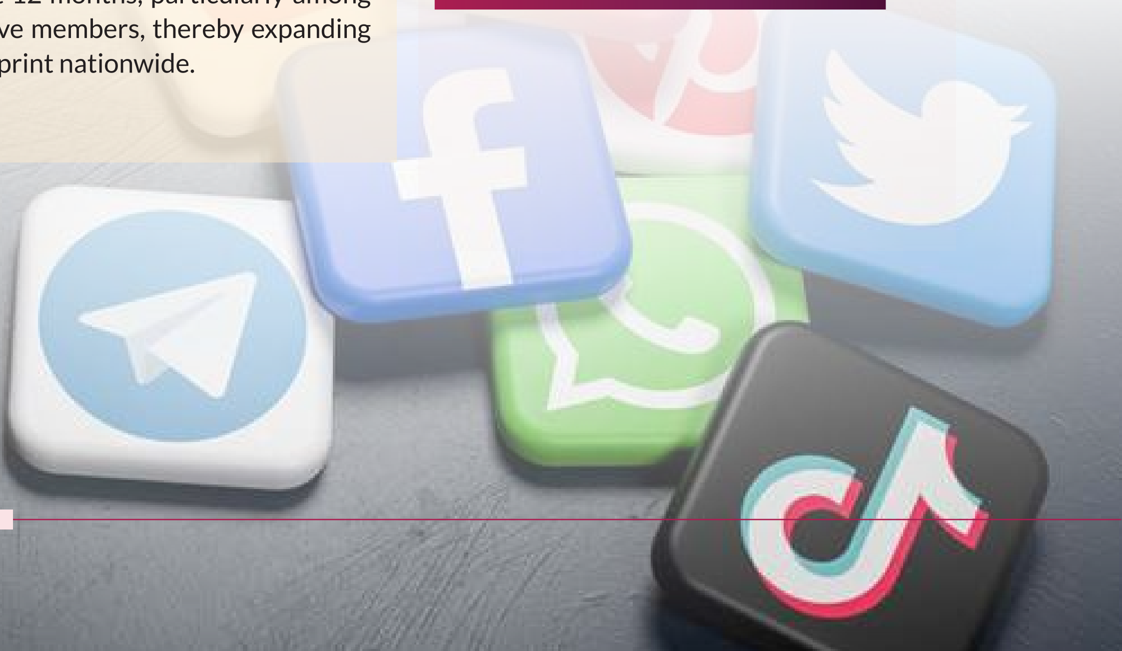
10 Million SACCO members.

*By actively using platforms such as **Facebook, Twitter/X, and LinkedIn,** UCA has grown its digital community to over*

1000 Followers

*UCA also launched a **WhatsApp** Channel, now hosting over*

600



Innovations Driving Bushiika's Transformation: From Coffee Grains to Community Gains

One of the defining strengths of Bushiika Integrated Area Cooperative Enterprise Ltd. (BIA-CE) is its ability to innovate in the face of adversity. While many cooperatives rely heavily on external grants or loans to establish themselves, Bushiika farmers turned to a unique model of internal capitalization. Each member contributed 5kg of parchment coffee, a resource they already had at hand, in addition to their membership fees. This initiative raised an impressive **UGX 45 million,** which became the seed capital for launching cooperative operations. More than just raising funds, this innovation fostered a sense of ownership, discipline, and shared responsibility among members. By investing in their cooperative with their very own produce, farmers created a sustainable financial base and sent a strong signal of commitment to its long-term success. It is a classic example of "using what you have to get what you need," and a model worth replicating across Uganda's cooperative movement.

Equally transformative has been Bushiika's adoption of an enterprise mix approach. Instead of relying solely on coffee—a seasonal and sometimes unpredictable crop—the cooperative encouraged members to diversify into dairy farming and honey production. Each household now keeps at least one or two animals, providing milk for sale, nutritious diets at home, and manure for crop production. The introduction of biogas from cow dung has also revolutionized household energy use, reducing the need for firewood and protecting the surrounding environment. Honey production has added another high-value stream, enhancing incomes and resilience against market shocks. This integrated model has allowed families to maximize their limited land while spreading risks across multiple enterprises. It has also created opportunities for women and youth to participate actively in value chains beyond coffee, strengthening inclusivity within the cooperative.

Together, these two innovations—internal capitalization and enterprise mix—have propelled Bushiika from a struggling group of farmers into a cooperative with over **3,000 members and international market recognition.** They showcase how practical, locally driven solutions can unlock sustainable growth, resilience, and community impact in Uganda's cooperative movement.

Some of the apiaries that Bushika ACE have innovated.

Biogas pits that have been made from cow dung

Lyamujungu SACCO Set to Unveil New Head Office

In a bid to serve its members better, Lyamujungu Cooperative Financial Services Limited (Lyamujungu SACCO) is in the final stages of constructing a new, modern building to host its head office in Nyakasharara Parish, Kaharo Sub-County, Kabale District.

According to Dicky Byamukama, the General Manager of the Cooperative, the decision to construct the head office was reached during the 37th Annual General Meeting (AGM) held on March 18, 2023. The project also coincided with plans to mark the SACCO's 40th anniversary on August 16, 2024. However, the Board of Directors resolved to cancel the anniversary celebrations and instead redirect the **UGX 150 million meant for the event to the construction works.** The entire project is estimated to cost UGX 400 million.

The board meeting held on January 27, 2024, resolved that all resources be concentrated on completing the new head office. I am happy to report that construction is well underway, and we are now in the final phases. Once complete, this modern facility will stand as a symbol of the growth and resilience of Lyamujungu SACCO," Byamukama explained.

The new structure will feature a spacious banking hall to improve service delivery, alongside office space to comfortably accommodate the ever-growing staff. Byamukama emphasized that the building will not only provide better working conditions but will also reflect the cooperative's steady growth over the past four decades.

> *Lyamujungu SACCO has grown into one of the most renowned SACCOs in southwestern Uganda. This head office will be a lasting legacy of our members' sacrifice, discipline, and vision,"*

The new Construction of Lyamujungu SACCO's head office in Kabale.

PILLAR 4

INPUT AND OUTPUT MARKET DEVELOPMENT

MARKET LINKAGES

Unlocking Cooperative Assets for Growth – UCA links Cooperatives to Business Partners

To catalyze the commercialization of cooperatives in Northern Uganda, the Uganda Cooperative Alliance (UCA), with support from the Government of Uganda and General Salim Saleh, convened a high-level B2B meeting linking 40 cooperatives from West Nile, East Acholi, West Acholi, and Lango regions with 30 business partners, including financial institutions, buyers, insurers, and development agencies. The meeting focused on transforming dormant assets—such as land, processing plants, and storage facilities—into profitable ventures through strategic partnerships, market access, and investment profiling. Participants committed to leveraging these linkages to strengthen cooperative businesses, enhance revenue generation, and drive sustainable growth, positioning cooperatives as active players in Uganda's formal business ecosystem.

Operation Wealth Creation Partners with UCA to Boost Farmers with Seed Capital

Operation Wealth Creation (OWC), a government-led and UPDF-implemented initiative, is working with the Uganda Cooperative Alliance (UCA) to expand access to agricultural inputs for farmers. Since its launch in 2013, OWC has delivered improved seeds, seedlings, and livestock nationwide, with annual allocations sometimes reaching hundreds of billions of shillings.

In the reporting year, OWC invested nearly UGX 300 billion in seed distribution, plus UGX 14.6 billion for fertilizer subsidies. District-level data shows that farmers have received maize and bean seeds, coffee seedlings, cassava cuttings, and dairy heifers worth hundreds of millions.

Through new partnerships like the one with UCA, OWC is strengthening its reach—empowering farmers not only with vital inputs but also with opportunities to transition from subsistence farming to commercial agriculture.

Farmers who received Coffee seedlings from OWC displaying their harvest

UCA Launches FORT Project Across 27 Districts

In 2024, UCA launched the Farmer Organisations for Rural Transformation (FORT) project, a five-year initiative funded by the Ministry of Foreign Affairs of the Kingdom of the Netherlands and implemented with Agriterra and Wageningen Centre for Development Innovation (WUR-WCDI). Covering 27 districts across Lango, Busoga, Elgon, Western, and Southwestern Uganda, the project seeks to strengthen farmer organizations (Fos) and support the development of farmer-led centres of service delivery, focused on production, finance and marketing services. This will be hinged against a governance framework of enhanced internal and external agency and institutional strengthening of formal and informal FOs. FORT will identify and strengthen the capacities of **60 cooperatives, 60 savings and credit cooperative societies, and 180 FOs.**

During the Launch of the FORT project

UCA Profiles Farmer Groups

Farmer Group (FG) profiling was conducted across the five regions in fourteen (14) Integrated Action Research (IAR) districts with the aim of identifying their strengths, weaknesses, and overall characteristics to better understand their capabilities and needs for targeted interventions during project implementation. Using the KOBO collect tool, detailed information was gathered on each FG, including consent to be interviewed, background, location (district, parish, and village), date of interview, group formation history, entrance requirements, objectives, linkages to existing cooperatives, frequency of meetings, membership composition, registration status, and contact persons, among other parameters. In total, 62 FGs were profiled, from which 60 were selected as the initial cohort to engage throughout the project cycle, against a long-term target of 180 FGs to be identified and supported.

Region	District	Total
Busoga	Jinja Rural	7
	Kaliro	1
	Luuka	5
Busoga Total		13
Elgon	Bulambuli	1
	Manafwa	6
	Mbale	4
	Sironko	2
Elgon Total		13
South Western	Kabale	6
	Rubanda	6
South Western Total		**12**
Lango	Amolatar	6
	Lira	6
Lango Total		12
Western	Bunyangabu	2
	Kabarole	4
	Kyenjojo	6
Western Total		12
Grand Total		**62**

The UCA team engaged some of the profiled Farmer Groups in the western region to discuss how best to work with them under the FORT project. These included Rwenkuba FG in Kabarole district, located about 50 km from Fort Portal City, with 35 members (26 female and 9 male) engaged in maize and banana production and profiled in May–June with a "YES GO" score. The team also visited Bwenzi Tukwatanise in Butiti subcounty, Kyenjojo district, which started in 2022 with 16 members and has since grown to 32 members cultivating coffee, maize, and beans. In addition, Kyakasuura Development FG in Kyenjojo district, also profiled in May–June with a "YES GO," was established and registered in 2019 with 11 members and has since expanded to 107 members, mainly women, focusing on maize and beans while also operating a milling machine and a recently established SACCO business.

Profiling of Owiri community FG in Amolatar district, Lango region.

MARKET DEVELOPMENT FOR COOPERATIVES

Driving Inclusive Growth: *How Stanbic Bank's EERF and UCA Are Transforming Uganda's Agricultural Economy"*

In 2024, Stanbic Bank Uganda convened a high-level stakeholders' meeting to tackle challenges facing smallholder farmers, following its Economic Enterprise Restart Fund (EERF) investment of **UGX 170 billion since 2022 in nearly 7,000 SACCOs, benefiting over 2.6 million members. Uganda Cooperative Alliance (UCA)** played a central role, emphasizing the importance of strengthening cooperative structures, improving access to affordable finance, and leveraging cooperatives to develop market linkages that fully integrate smallholder farmers into Uganda's agricultural economy. The meeting reinforced UCA's role as a convener and advocate, driving cooperative-led solutions for sustainable market development and inclusive economic growth.

Stakeholders during the high level meeting

PILLAR 5

BUSINESS INCUBATION, BUSINESS TRAINING AND SKILLS DEVELOPMENT

SKILLS DEVELOPMENT

UCA Boosts SACCO Governance in Kigezi Sub-region

UCA successfully conducted a two-day capacity-building training for leaders of SACCOs under the Kigezi Cooperatives Union. The training, held on May 23–24 at Kirigime Guest House in Kabale, convened 64 participants from SACCOs across the Kigezi sub-region. The training, which was informed by a capacity needs assessment, across 135 districts and 3,710 cooperatives. The findings revealed widespread challenges in governance, financial management, member engagement, legal frameworks, and access to finance.

Therefore, the training focused on governance, financial management, and preparing SACCOs for opportunities such as investing in the proposed Cooperative Bank and accessing green financing. Participants committed to harmonizing bylaws, boosting union capital, supporting CIC Insurance, and advocating for tax exemption extensions—marking an important step in building stronger, more sustainable SACCOs.

135 *Districts* **3710** *Cooperatives*

Uca Board and Committee Members Trained

A four days training of the Board members, Supervisory Committee and Vetting Committee of UCA on Governance and Strategic Plan review was carried out by AGRITERRA at Esella Hotel, Kira from 2nd to 5th December 2024. Certificates of Participation were handed to all participants at the end of the training.

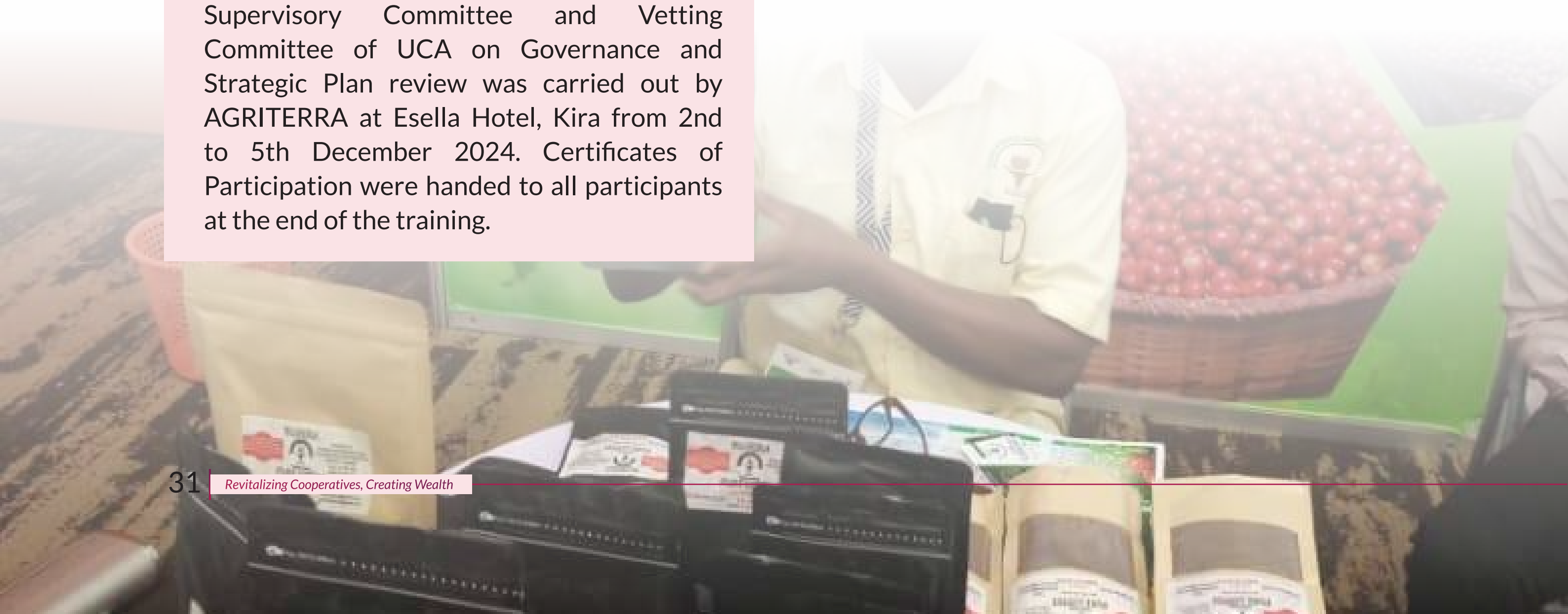
Strengthening Leadership at Kampala Fruits of Gold: A Pathway to Cooperative Growth

Under the Cooperative Societies Act Cap. 107, UCA conducted an intensive capacity-building training for 15 leaders of Kampala Fruits of Gold Investment Cooperative Society (KFOG), during a full-day session on governance, financial stewardship, and strategic growth. The training equipped leaders with practical tools in ethical governance, investment strategy, member engagement, and regulatory compliance.

Participants explored budget planning, SWOT analysis, conflict resolution, and transparent decision-making, with emphasis on improving communication with the cooperative's 200-plus members. The training concluded with eight actionable recommendations, including regular leadership workshops, financial audits, and strategic investment planning, marking a pivotal step in strengthening KFOG's governance and sustainability while reinforcing UCA's commitment to building resilient, people-centered cooperatives nationwide.

15 *Leaders of Kampala Fruits of Gold Investment Cooperative Society (KFOG)*

200 *Members*



SKILLS DEVELOPMENT HIGHLIGHTS

UCA BOOSTS SACCO GOVERNANCE IN KIGEZI SUB-REGION

When & Where: May 23–24, Kirigime Guest House, Kabale

Participants: 64 SACCO leaders

Focus Areas: Governance, financial management, member engagement, legal frameworks, access to finance

Outcome:

- Harmonization of bylaws
- Support for CIC Insurance
- Boosted union capital
- Advocacy for tax exemption extensions

UCA BOARD & COMMITTEE MEMBERS TRAINING

When & Where: Dec 2–5, 2024, Esella Hotel, Kira

Participants: Board, Supervisory & Vetting Committee members

Focus Areas: Governance, Strategic Plan review

Outcome: • Certificates awarded to all participants

STRENGTHENING LEADERSHIP AT KAMPALA FRUITS OF GOLD (KFOG)

Focus: Governance, financial stewardship, strategic growth

Participants: 15 leaders

Outcome: 8 actionable recommendations for cooperative growth

Impact: Improved communication with 200+ members, stronger governance & sustainability

FINANCIAL LITERACY & SHARE CAPITAL MOBILISATION FOR MUNTUYERA SACCO

When & Where: Nov 23, 2024, Muntuyera High School, Kitunga

Focus: Financial literacy & capital mobilisation

Outcome: Enhanced member knowledge & engagement

Strengthening the Cooperative Backbone Through M&E: UCA Monitors Impact in Mbale and Bulambuli

In early 2024, Uganda Cooperative Alliance (UCA) carried out a strategic monitoring and supervision mission in Mbale and Bulambuli districts to assess the impact of the national capacity-building program for commercial officers launched in late 2023 with government support. More than 200 officers had been trained by UCA in cooperative values, governance, strategic planning, business modeling, legal frameworks, and fair trade, to better support Uganda's 21,000 registered cooperatives and key government programs like PDM, Emyooga, and NDPIII. The visit reviewed whether the trained officers were applying their skills on the ground, with the team engaging over 15 cooperatives to document successes, challenges, and new support needs.

Key findings included a growing demand for transparency and calls for continued tailored trainings. The mission also identified gaps in record keeping and recommended the rollout of a standardized records management system and updated bye-laws, alongside addressing logistical constraints faced by commercial officers.

PILLAR 6

INFORMATION, COMMUNICATION, & KNOWLEDGE MANAGEMENT

AIRWAVES OF IMPACT: UCA'S WEEKLY TALK SHOW REACHES THOUSANDS

To further widen its information pipeline and public engagement, UCA partnered with **UBC TV** to launch a dedicated cooperative-focused talk show, airing every Wednesday from **8:00 AM to 9:00 AM** on **Good Morning Uganda.** This program has become a key platform for stakeholder dialogue, learning, and raising awareness about the cooperative movement.

With a consistent weekly viewership of over 1,000 people, the talk show features panelists from cooperatives, government agencies, development partners, and financial institutions. Discussions cover a wide spectrum — from cooperative governance and leadership to access to finance, value addition, gender inclusion, and policy advocacy. Each episode is tailored to address real issues faced by cooperators, while also celebrating innovations and best practices across Uganda.

With a consistent weekly viewership of over **100** *People*

The show has become a vital resource in UCA's knowledge management ecosystem, creating content that is repurposed across digital platforms and archives. Not only has it helped in demystifying the cooperative model to the broader public, but it has also attracted partnerships and inquiries from organizations interested in working with cooperatives across the country.

Viewership 1,000,000

Questions asked per TV talk show 5

Total of questions and comments sent in per show 50

Feedback received 95%

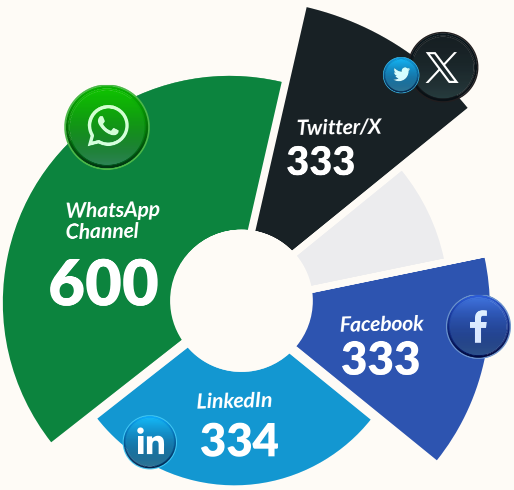
"This TV talk show is very informative. It is widely viewed by especially farmers and cooperatives across the country. I have never missed it because I always have something to ask or comment or contribute about it. Thank you for informing the giving that publicity to the cooperatives", ***Hon. Anthony Butere, Chairperson Vetting Committee UCA***

Digital Frontiers: Amplifying Cooperative Voices through Social Media

In a world increasingly driven by digital connectivity, Uganda Cooperative Alliance (UCA) has made significant strides in using social media as a transformative tool for knowledge management and visibility. Over the past year, UCA has purposefully engaged cooperators and stakeholders through its social media platforms, fostering real-time dialogue, education, and advocacy for the cooperative movement.

Our social media presence has grown steadily. On Facebook, Twitter/X, and LinkedIn, we collectively surpassed 1,000 followers, establishing an ever-growing digital community that interacts with cooperative content daily. Recognizing the diversity in accessibility among cooperators, UCA strategically launched a WhatsApp Channel that currently hosts over 600 cooperators — a vibrant space where members share ideas, raise concerns, and receive timely updates from the Alliance.

This digital shift has enabled UCA to communicate regularly through short videos, infographics, member highlights, and event announcements, thereby increasing reach and relevance, especially among the youth and digital-savvy cooperators. Social media analytics reflect an increase in engagement rate by over 45% in the past 12 months — with more cooperators reaching out, reacting, and resharing UCA's messages, thus extending our cooperative footprint further.



Extending UCA's Visibility Nationwide

Beyond digital channels and TV talk shows, UCA maintained a vibrant presence across mainstream media. Through partnerships with major outlets such as **NTV, NBS, BUKEDDE TV & Paper, SMART24, CAPITAL FM, XFM, SALT FM, Nsimbi FM, and both the Daily Monitor and New Vision, UCA's** messaging reached audiences across every region of Uganda.

Print and broadcast media covered key events including cooperative dialogues, expos, campaigns, and field activities — further cementing UCA's reputation as the voice and vanguard of cooperatives in Uganda. Notably, UCA was featured in over 30 national stories and interviews in 2025 alone, boosting recognition and legitimacy in public discourse.

The department also leveraged SMS bundles to communicate with members who may not have reliable internet access. Through this hybrid communication model — merging digital, traditional, and mobile platforms — UCA ensured that knowledge and updates reached all categories of cooperators, especially those in rural and underserved regions.

UCA TALK SHOW PROGRAM

BUILDING PARTNERSHIPS AND SYNERGIES

UCA PARTNERS WITH OPERATION WEALTH CREATION

On March 4, 2025, the Uganda Cooperative Alliance (UCA) and other stakeholders met **Gen. Caleb Akandwanaho (Salim Saleh, Rtd.)**, Chief Coordinator of Operation Wealth Creation, in Gulu to advance Uganda's cooperative revitalization. Over **20 senior cooperative leaders attended,** focusing on four priorities: establishing a National Cooperative Bank, upgrading Uganda Cooperative College Kigumba into a Cooperative University, operationalizing Agro-Processing Facilities under CAIIP, and mobilizing resources for nationwide interventions. Key outcomes included a commitment to create a cooperative database, extend SACCO tax holidays, and develop a position paper on cooperative readiness referencing the 1952 Andrew Cohen and 1967 Shafik Allen reports. The meeting reinforced UCA's strategy of building partnerships to drive financial empowerment, policy reform, and sector-wide transformation

20
Senior cooperative leaders attended

THE 2025 HARVEST EXPO

At the 2025 Harvest Money Expo at Namboole Stadium, the Uganda Cooperative Alliance (UCA) showcased its leadership in driving agricultural transformation under the theme "Cooperatives and Value Addition." The three-day event, organized by Vision Group with support from the Embassy of the Kingdom of the Netherlands and MAAIF, drew over 25,000 participants, 350 exhibitors, and thousands of farmers exploring innovations in agribusiness and modern farming. UCA reaffirmed its commitment to strengthening cooperatives as engines of inclusive economic empowerment and rural development, sharing insights on profitable farming, value chain development, and cooperative-led agribusiness. The Expo also enabled UCA to build strategic partnerships with the private sector, NGOs, and financial institutions, reinforcing its vision of transforming communities through empowered cooperatives while contributing to national priorities such as the Parish Development Model and Vision 2040.

Cooperatives and Value Addition.

Participant
25000

Exhibitors
350

HIGHLIGHT OF THE YEAR 2025

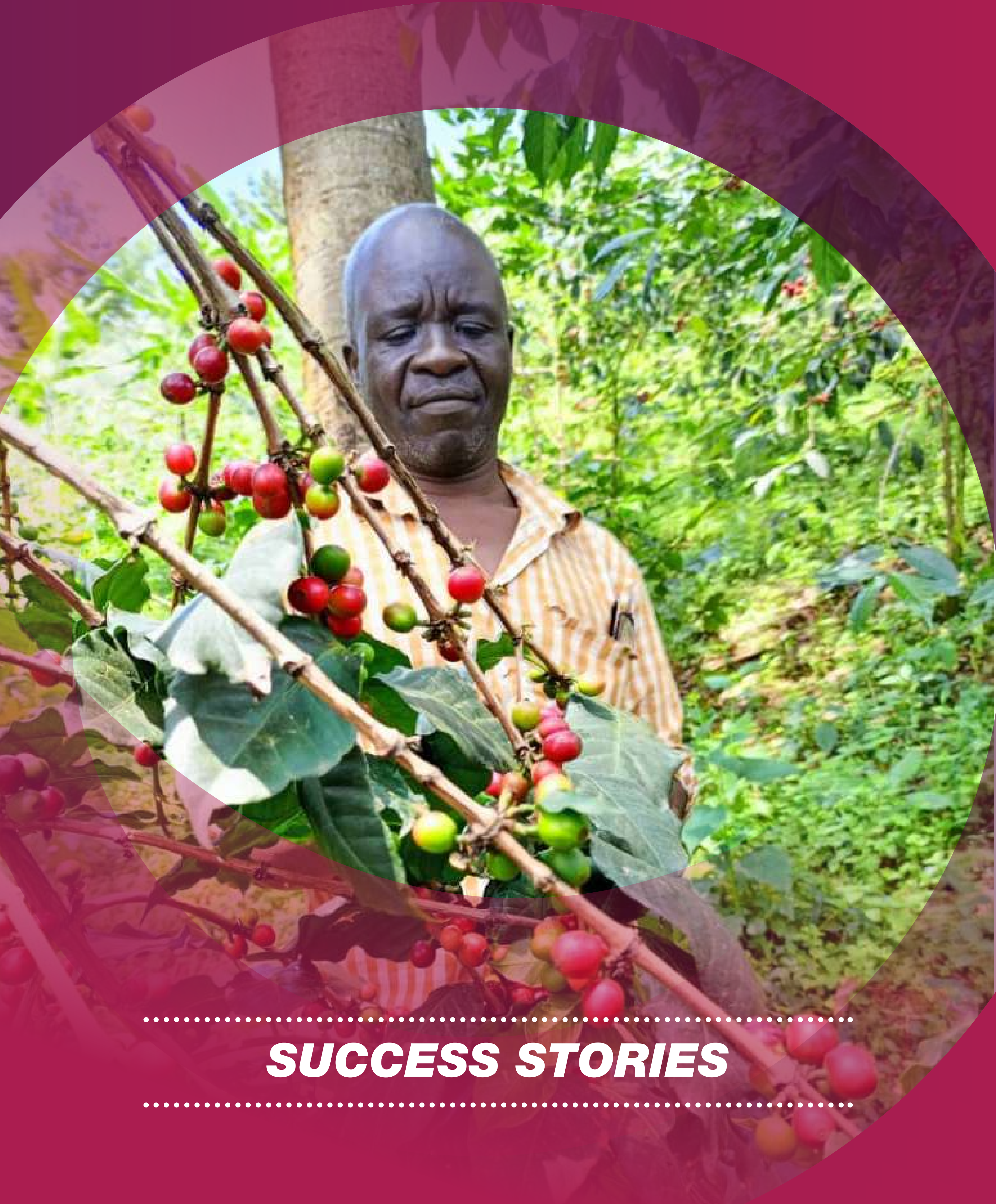
CELEBRATING THE 103rd INTERNATIONAL DAY OF COOPERATIVES

The International Day of Cooperatives 2025 was held on **July 5th in Fort Portal City** under the theme ***"Cooperatives Build a Better World."*** The event highlighted achievements and challenges in Uganda's cooperative sector, including weak governance, low financial literacy, and regulatory gaps. Guest of **Honour Hon. Gen. Wilson Mbadi** stressed certification, value addition, innovation, digitization, and financial inclusion. Government reaffirmed support for the National Cooperative Bank and market access, while leaders called for capacity building and mindset change.

Prior to the International Day of Cooperatives was the National Symposium on Cooperatives, highlights of which are shown in visual pictures below.


UBC


UBC
JBC



SUCCESS STORIES

From Six Grape Stems to Millions: How Ms. Oroma Became Nebbi's Agribusiness Powerhouse

In the heart of Nebbi Municipality, a remarkable woman is transforming her compound into a hub of agribusiness excellence. Ms Emmanueall Oroma, a proud member of the Nebbi Area Cooperative Enterprise, has turned a small initiative into a multi-million-shilling enterprise—proving that with knowledge, commitment, and hard work, greatness is possible.

In 2018, Ms. Oroma received value addition training from the Uganda Cooperative Alliance (UCA) in Nebbi. That training focused on grape production and the power of adding value to what one grows—even in the smallest of spaces. With just six grape stems planted in her compound, she harvests three times a year, producing up to 85 kilograms per season. At a market price of UGX 8,000 per kilogram, she makes UGX 2.4 million annually from raw grapes alone. But Oroma didn't stop there—she adds value through processing, packaging, and innovation. Her annual income from value-added grape products has soared to an impressive UGX 63.7 million!

*At a market price of UGX 8,000 per kilogram, she makes UGX **2.4 million** annually from raw grapes alone.*

63.7M

After adding value on her product

She also earns from seedlings. Each cutting sells for UGX 4,000, and in 2024 alone, she expects to make UGX 7.2 million from seedlings sales. And with grapes having a lifespan of over 100 years, the investment keeps giving.

Her venture into beekeeping added another layer to her success. Starting with just passion and training, her honey business gained attention. She innovatively processes Vaseline from beeswax, which caught the attention of the Commissioner of Cooperatives. This breakthrough led her to travel to China, courtesy of the Ministry, to showcase her product. Her hard work paid off again in 2023 when she was profiled under Harvest Money Uganda, emerging winner in West Nile and ranking 13th nationally. In 2025, she's headed to the Netherlands—another milestone in her journey.

Madam Oroma with her products

She has since been supported with close to UGX ***20 million*** worth of equipment from the Government of Uganda, including a settling tank, wax extractor, sieving machines, and containers. Just last week, she received 11 modern beehives—a reward for her unwavering work ethic.

"I injected UGX ***10 million*** in honey," Oroma says proudly. "I buy only combed honey to maintain the highest quality, and from that, I now earn ***UGX 78 million*** in profits annually. Nothing from bees goes to waste."

Despite her success, Oroma remains grounded and passionate about the cooperative movement. But she's quick to point out one major challenge: passive membership.

> *"People wait until money comes in, then they show up," she says. "But true cooperators should be active from the start. I won't chase those who aren't ready—I'll focus on producing quality that attracts partners."*

Her message is clear: "Whatever you do, do it to improve yourself. Let your work speak. Banks, insurers, even the government will come looking for you."

> *"In my small community, I'm now the richest woman—and it's all thanks to the cooperative model and hard work. Let's stop underutilizing our land. Let's plant grapes, rear bees, and benefit from this supportive government. Under a cooperative, the world opens up for you."*

Her Apiary of Honey Bees

Brewing Change in Bududa: How Bushiika Farmers Took Their Coffee to the World"

Nestled in the hilly terrains of Bududa District, where farming is a way of life, a group of farmers dared to dream of a better future. Led by Mr. Wakinya Samuel, Bushiika Integrated Area Cooperative Enterprise Ltd. (BIA-CE) was born out of necessity, resilience, and an unshakable belief in the power of unity.

In May 2010, ten primary cooperatives came together, frustrated by common challenges—lack of market access, exploitation by middlemen, and poor road infrastructure. Farmers often harvested perishable produce like matooke, only to watch it rot due to a lack of buyers and transportation, especially during rainy seasons. Middlemen took advantage of their desperation, buying produce at throwaway prices or leasing land cheaply during tough times.

Recognizing the need for collective strength, the farmers formed BIA-CE. In 2017, the cooperative received its permanent registration certificate, officially starting its journey toward transformation.

Their initial focus was on coffee—a key cash crop in the area. Through an innovative approach of internal capitalization, each farmer contributed 5kg of dry parchment coffee in addition to membership fees. This effort raised UGX 45 million, which kickstarted operations and enabled the cooperative to build its foundation.

45M *Which kick started operations and enabled the cooperative to build its foundation.*

Realizing that coffee alone was seasonal and limiting, the cooperative adopted an enterprise mix approach. They introduced dairy farming—each household keeping at least one or two animals—allowing them to diversify income while using the limited land efficiently. Dairy farming not only provided milk for sale, but also manure for the farms and biogas for clean cooking energy, reducing reliance on firewood from nearby national parks.

Later, honey production was introduced as another high-value enterprise. With improved yields and diversified income streams, the cooperative set its sights higher—export markets.

To meet international standards, BIA-CE pursued and obtained Fair Trade and Organic Certification. These certifications opened doors to buyers from Germany and the Netherlands, who valued ethically sourced and organic produce. The premium prices from these markets enabled Bushiika to reinvest in their farmers and community.

"Bushiika has now declared Bududa's organic coffee to the world," says Mr. Wakinya.

The cooperative didn't stop at business success. With the premiums earned, Bushiika has constructed community bridges, built latrines for schools, and provided clean water to underserved areas. These efforts demonstrate the cooperative's deep-rooted commitment to inclusive development.

Today, Bushiika boasts over 3,040 individual members, and continues to grow.

Boasted to **3,040** *individual members*

Mr. Wakinya credits much of Bushiika's success to the supportive leadership of **H.E. the President Yoweri Museveni,** under whose guidance he was once tasked to mentor 30 model farmers—a moment that sparked the cooperative's formation. Between 2019 and 2022, Bushiika benefitted from a grant of over UGX 1 billion under the UNDF, co-funded by the Government of Uganda and United States partners. The funds were used to construct a coffee facility, purchase a truck, expand storage, and build the capacity of both leaders and farmers. Bushiika also enjoys a strong working relationship with Bududa District Local Government, ensuring alignment with local development efforts.

While achievements abound, Bushiika's journey is far from over. Challenges persist, particularly in post-harvest processing and market competitiveness. The current hulling machine lacks the advanced capabilities required by international buyers. The cooperative now needs a grader, grafting tables, color sorter, and coffee roaster to meet export quality standards and promote local consumption.

“Our first market should be our own people,” Mr. Wakinya emphasizes, noting the importance of encouraging Ugandans to consume the high-quality coffee they produce.

Another growing concern is the presence of smart middlemen with ready cash who lure farmers during the harvest season. With limited capital, Bushiika struggles to purchase all members’ coffee. There’s an urgent need for working capital support to stabilize the market and maintain farmer loyalty.

From a small group of frustrated farmers to a thriving cooperative with international recognition, Bushiika Integrated Area Cooperative Enterprise Ltd. is a shining example of what can be achieved through unity, vision, and perseverance. With continued support, investment, and innovation, Bushiika is poised to become a national model for sustainable agricultural development and cooperative success.

The Truck which was bought by Bushiika Integrated Area Cooperative.

Mr. Wakinya showcases Bushiika’s coffee which is on the Fair Trade Status

UCA Renovates its Naguru Premises for Rental Income

The Uganda Communications Alliance (UCA) has completed the renovation of its Naguru premises, transforming the facility into a modern space ready for rental as a source of sustainable income.

The upgraded premises feature refreshed office spaces, improved utilities, and a welcoming environment designed to attract tenants seeking affordable yet professional accommodation for their operations.

According to UCA leadership, the decision to renovate was strategic—aimed at strengthening the Alliance’s financial base and ensuring long-term sustainability. “By turning our Naguru premises into income-generating property, we are not only maximizing the value of our assets but also creating opportunities for growth and innovation within the Alliance,” the leadership noted.

The move has been welcomed by members, who view it as a practical step towards reducing overreliance on external funding. The renovated property positions UCA as both a service provider and a contributor to the local business ecosystem, offering space that meets modern workplace needs.

The building is being occupied by the International Organization for Migration (IOM)

KEY CHALLENGES FACED BY UCA AND ITS MEMBERS

Governance Gaps at the Cooperative Level

Despite extensive training and support, many primary societies and SACCOs continue to struggle with governance gaps, including weak record-keeping, limited accountability structures, and internal conflicts. These challenges slow down institutional growth and undermine members' trust.

Limited and Unpredictable Funding

The cooperative movement remains heavily constrained by inadequate financing. UCA's ability to scale up training, advocacy, and service delivery is curtailed by donor dependency and limited internally generated funds. This restricts the pace at which national cooperative development goals can be achieved.

Asset Misappropriation and Underutilization

UCA continues to face the long-standing challenge of recovering misappropriated cooperative assets, some of which remain tied up in legal disputes. At the same time, many existing cooperative properties are underutilized, limiting their potential to generate revenue for sustainability.

Policy and Regulatory Bottlenecks

While progress has been made in lobbying for reforms, delays in policy review, weak enforcement of cooperative laws, and overlapping regulatory mandates continue to slow down growth. The lack of a fully functional Cooperative Bank further compounds access to affordable credit for cooperatives.

Youth and Women Inclusion Gaps:

Despite targeted initiatives, many cooperatives still struggle to fully integrate youth and women in leadership and decision-making, limiting innovation, inclusivity, and the long-term sustainability of the movement.

Digital Transition Barriers

Although digitalization is a priority, many SACCOs and unions face challenges in adopting digital systems due to high costs, low digital literacy, and inadequate infrastructure in rural areas. This slows efforts to modernize cooperatives and makes them vulnerable to inefficiencies and risks.

Trump Declarations:

Policy declarations by former U.S. President Donald Trump created uncertainty in international trade, indirectly impacting cooperative markets and partnerships.

Price Volatilities:

Fluctuating commodity prices strained cooperative revenues and planning, exposing members to unstable market returns.

THE ROAD AHEAD

In the coming year, UCA aims to strengthen the cooperative movement nationwide through policies, visibility, partnerships among others. Key priorities include:

1. **Capitalizing the National Cooperative Savings and Credit Society and transforming it into the National Cooperative Bank:** Mobilizing member contributions and resources to establish a fully functional cooperative bank that provides affordable financing to cooperatives.

2. **Strengthening Digital Presence:** Expanding UCA's online platforms to increase visibility, engagement, and timely communication with stakeholders.

3. **Building a Strong Brand Identity:** Positioning UCA as a trusted, recognizable, and credible voice for the cooperative movement in Uganda and beyond.

4. **Expanding Partnerships:** Forging strategic collaborations with government, private sector, and development partners to scale cooperative impact.

5. **Showcasing Impact through Storytelling:** Sharing success stories of cooperatives to demonstrate value, inspire members, and attract new opportunities.

6. **Using Data to Drive Strateg:** Leveraging evidence and analytics to inform decision-making, measure progress, and guide future interventions.

7. **Boosting Community Outreach:** Bringing cooperative services and campaigns closer to grassroots communities to increase participation and ownership.

8. **Managing Reputation Proactively:** Safeguarding UCA's public image by addressing risks early and consistently promoting integrity,

FINANCIAL STATEMENTS FOR FY 2024/25

UGANDA CO-OPERATIVE ALLIANCE (UCA) LIMITED
ANNUAL REPORT & AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

REPORT OF THE BOARD OF DIRECTORS

The Directors submit their report and the audited financial statements for the year ended 30th June 2025 which show the state of the Organization's affairs.

1 PRINCIPAL ACTIVITIES

The principal activity of **Uganda Co-operative Alliance** is to promote Co-operatives in Uganda.

2 RESULTS

	2025 Ushs	2024 Ushs
Surplus/(Deficit) before Taxation	362,056,893	692,377,889
Tax Charge	(230,349,677)	(87,092,006)
Net Surplus/(Deficit) for the Year	**131,707,216**	**605,285,883**

The details relating to performance are as set out in the statement Financial performance on Page 12.

3 RESERVES

The Reserves of the organisation are as set out on page 14.

4 DIRECTORS

The Directors who served during the year ended 30th June 2025 are set out on page 2.

5 AUDITORS

The auditors, BMR Associates were appointed during the year and have expressed their willingness to take over office in accordance with Sec.22 (1) of the Uganda Co-operative Societies Act Cap 107.

By Order of the Board

General Secretary
Kampala-Uganda

UGANDA CO-OPERATIVE ALLIANCE (UCA) LIMITED
STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 30 JUNE 2025

STATEMENT OF BOARD OF DIRECTORS' RESPONSIBILITIES

The Co-operative Societies Act, Cap. 107 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the organization as at the end of the financial year, and of the surplus or Deficit of the organization for that year. In preparing those financial statements the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the organization will continue in business.
- Properly delegate responsibilities within a clearly defined framework
- Ensure effective accounting procedures and adequate segregation of duties

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy, at any time, the financial position of the organisation, and to enable them to ensure that the financial statements comply with the Co-operative Societies Act, Cap. 107. They are also responsible for safeguarding the assets of the organisation, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Nothing has come to the attention of the Board to indicate that the organization will not remain a going concern for at least twelve months from the date of this statement.

The Financial statements which appear on pages 12 to 24 were approved by the Board on ……………………..and signed on its behalf by;

…………………………	…………………………	…………………………
Mr.Tweyambe Johnas	Rev.Fr.Safari Emmanuel	CPA Asiimwe Ivan
Board Chairperson	**Treasurer**	**General Secretary**

BMR associates
Certified Public Accountants

Partners
- Muhereza Yason
- Rwera Patrick

Amadinda House, Second Floor
Room 2, Opposite Farmers House
Parliament Avenue
P.O. Box 33455, K'la-Uganda
Tel. +256-414 358158
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INDEPENDENT REPORT OF THE AUDITORS

TO THE DIRECTORS OF UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD FOR THE YEAR ENDED 30 JUNE 2025

Opinion

We have audited the accompanying financial statements of **Uganda Co-operative Alliance Ltd** which comprise the Statement of Financial Position as at **30 June 2025**, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cashflows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Uganda Co-operative Alliance Ltd as at 30 June, 2025 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the Cooperative Societies Act, Cap.107.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and Guidelines issued by the Institute of Certified Public Accountants of Uganda. 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 organisation 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 in Uganda, 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.

The organisation'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 organisation 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 2025. The key audit matters included the fact that; Some of the opening balances are not supported a case of investments, some receivables (Oasis fund, tenants, Ilo and some of companies were struck off the URSB register e.g. Union Export Services Ltd (100 Million), UCA Business Services Ltd (79,140,000) and are not found on the URA Portal, meaning that their existence is in doubt

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is 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 organisation'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 organisation or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Organisation's financial reporting process.

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 exists.

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 organisation'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 Organisation'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 organisation 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.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

As required by the Cooperative Act, cap.107, we report to you based on our audit, that:

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

The engagement partner on the audit resulting in this independent auditor's report is CPA Muhereza Yason - P935

BMR ASSOCIATES
Certified Public Accountants
08 SEP 2025
Kampala Uganda

BMR Asscociates
Certified Public Accountants (Uganda)
P.O. Box 33455
Kampala
Monday, 8th September 2025

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Ushs	2024 Ushs
Internally Generated Income			
Member Subscriptions	**20-a**	11,480,000	5,000,000
Rental income	**20-b**	1,535,664,515	1,161,226,745
Other Income	**20-d**	622,858,130	129,628,471
Total		**2,170,002,645**	**1,295,855,216**
Grant Income			
Grants received during the year	**20-c**	1,131,751,447	3,003,958,000
Total Grants available		**1,131,751,447**	**3,003,958,000**
Total Income		**3,301,754,092**	**4,299,813,216**
Expenditure			
Staff Expenses	**21**	(584,654,230)	(513,482,713)
Governance Expenses	**25**	(15,470,000)	(29,413,000)
Vehicle and travel expenses	**22**	(76,672,077)	(62,522,904)
Finance costs	**23**	(303,893,261)	(17,646,960)
Other Operating expenses	**24**	(1,959,007,631)	(2,984,369,750)
Total Expenditure		**(2,939,697,199)**	**(3,607,435,327)**
Surplus/(Deficit) Before Tax		**362,056,893**	**692,377,889**
Tax charge for the Period	**24**	(230,349,677)	(87,092,006)
Surplus/(Deficit) after Tax		**131,707,216**	**605,285,883**
Appropriation			
Statutory Reserves	10%	13,170,722	60,528,588
Education Fund	1%	21,700,026	12,958,552
Development Fund	5%	6,585,361	30,264,294
Share Transfer Fund	5%	6,585,361	30,264,294
Retained Earnings / (Loss)		83,665,746	471,270,154
		131,707,216	**605,285,883**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

		2025 Ushs	2024 Ushs
Current Assets			
Cash and Bank	8	312,101,969	380,215,242
Inventory	5	45,236,964	49,597,865
Trade & Other Receivables	7	699,459,111	573,676,027
		1,056,798,044	**1,003,489,134**
Non-Current Assets			
Property, Plant and Equipment	2	7,256,181,002	4,265,399,382
Investment Property	3	5,000,000,000	5,385,312,131
Investment in shares	5	111,100,000	290,240,000
Intangible Asset	4	45,000,000	45,000,000
		12,412,281,002	**9,985,951,513**
TOTAL ASSETS		**13,469,079,046**	**10,989,440,647**
Current Liabilities			
Trade & other Payables	17	1,418,993,918	1,248,798,222
Income tax -Rental	24	363,681,029	143,331,352
Housing Finance Bank Loan	16 (a)	337,487,843	405,674,667
Deferred Revenue Grants	18	204,440,953	68,280,880
		2,324,603,743	**1,866,085,121**
Non Current Liabilities			
Housing Finance Bank Loan	16 (b)	**1,086,669,030**	**717,941,603**
Total Liabilities		**3,411,272,773**	**2,584,026,724**
Shareholders' Funds			
Share Capital	9	227,297,911	226,497,911
Statutory Reserves	10	776,145,074	734,688,966
Capital reserves	11	801,821,411	801,821,411
Share Transfer Fund	12	123,417,377	116,832,016
Revaluation Reserve	13	2,173,718,503	4,252,706,172
Retained Earnings	14	5,955,405,997	2,272,867,447
		10,057,806,273	**8,405,413,923**
TOTAL LIABILITIES AND EQUITY		**13,469,079,046**	**10,989,440,647**

The notes set out on pages 16 to 24 form an integral part of these Financial Statements.

These Financial Statements were approved by the Board of Directors on .... and were signed on its behalf by:

Mr.Tweyambe Johnas	Rev.Fr.Safari Emmanuel	CPA Asiimwe Ivan
Board Chairperson	**Treasurer**	**General Secretary**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Share Capital Shs	Statutory Reserves Shs	Capital Reserve Shs	Revaluation Reserve Shs	Share Fund Reserves Shs	Retained Earnings Shs	TOTAL Shs
As at 1 July 2023	225,497,911	630,937,531	801,821,411	4,252,706,172	86,567,722	2,096,162,810	8,093,693,557
Additions	1,000,000	-	-	-	-	-	1,000,000
Transfer of excess to retained							
Prior year adjustments	-	-	-	-	-	(294,565,517)	(294,565,517)
Surplus /Deficit for the Year	-	-	-	-	-	605,285,883	605,285,883
Transfer to Reserves	-	103,751,435	-	-	30,264,294	(134,015,729)	-
As at 30 June 2024	**226,497,911**	**734,688,966**	**801,821,411**	**4,252,706,172**	**116,832,016**	**2,272,867,447**	**8,405,413,923**
As at 1 July 2024	226,497,911	734,688,966	801,821,411	4,252,706,172	116,832,016	2,272,867,447	8,405,413,923
Transfer of excess Revaluation reserves to Retained Earnings				(4,252,706,172)		4,252,706,172	-
Additions	800,000	-	-		-	-	800,000
Revaluation of Land	-	-	-	2,559,030,634	-	-	2,559,030,634
Revaluation of Investment Property				(385,312,131)		-	(385,312,131)
Prior year adjustments	-	-	-	-	-	(653,833,369)	(653,833,369)
Surplus /Deficit for the Year	-	-	-	-	-	131,707,216	131,707,216
Transfer to Reserves	-	41,456,109	-	-	6,585,361	(48,041,470)	-
As at 30 June 2025	**227,297,911**	**776,145,074**	**801,821,411**	**2,173,718,503**	**123,417,377**	**5,955,405,997**	**10,057,806,273**

Note that; *Retained earnings a/c was affected by the write-off of unsupported debtors b/f worth Ushs.166,653,309, non-existing investments in shares worth Ushs.179,140,000 and other prior year adjustments for errors in the previous year's audited accounts such as understatement of outstanding loan balance at Housing Finance Bank worth 332.5 millions and payables worth Ushs.51 million during the year ended 30th June 2025.*

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2025 Ushs	2024 Ushs
OPERATING ACTIVITIES			
Operating Surplus/(Deficit) before Tax		131,707,216	605,285,883
Depreciation		65,000	132,341,774
Revaluation Gain on Equipment		(430,515,986)	-
Prior year adjustment (Restructuring)		(653,833,369)	(294,565,517)
Operating Profit before Working Capital Changes		**(952,577,139)**	**443,062,140**
Decrease/(Increase) in Trade and other Receivables		(125,783,084)	170,081,117
Decrease/(Increase) in Inventories		4,360,901	3,974,824
Increase/ (Decrease) in Payables		170,195,696	123,708,185
Decrease/(Increase) in WHT & other accounts receivable		-	-
Increase/ (Decrease) in Bank loan		(68,186,824)	(0)
Net Cash Generated from Operations		**(19,413,311)**	**297,764,126**
Tax paid		220,349,677	**82,842,006**
Net Cash from Operations		**(751,640,773)**	**823,668,272**
INVESTING ACTIVITIES			
Purchase of Fixed Assets	2	(1,300,000)	(123,171,256)
Write-off of Investments		179,140,000	-
Net Cash Generated from Investing Activities		**177,840,000**	**(123,171,256)**
FINANCING ACTIVITIES			
Issue of Share Capital		800,000	1,000,000
Housing Finance Bank borrowings		368,727,427	(405,674,667)
Deferred Revenue Grants		136,160,073	(0)
Net Cash Flow from Financing Activities		**505,687,500**	**(404,674,667)**
Net Increase in Cash and Cash Equivalents		**(68,113,273)**	**295,822,349**
Cash and Cash Equivalents at 1 January		380,215,242	84,392,893
			-
Cash and Cash Equivalents at the End of Period		**312,101,969**	**380,215,242**

Statement of Reconciliation of Cash & Cash Equivalents	2025 Ushs	2024 Ushs
Bank and Cash Balances	312,101,969	380,215,242
Total	**312,101,969**	**380,215,242**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

1 ACCOUNTING ENTITY

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Preparation and Measurement

The financial statements are prepared in accordance, and comply with International Financial Reporting Standards. The financial statements are presented in Uganda Shillings (Ushs).

(b) Revenue

Income is recognised on accrual basis, after confirming with respective statements of account.

(c) Property, Plant and Equipment

Fixed assets are stated at cost less accumulated depreciation.
Depreciation is calculated on straight line basis at annual rates estimated to write off carrying values of the assets over their expected useful lives as follows:

Asset	Rate %
Buildings	4%
Computers/Software	33%
Office Furniture & Equipment	13%
Motor vehicles	25%
Staff houses, Furniture and Equipment	13%
Tractors	13%

(d) TRADE RECEIVABLES

Trade receivables are carried at anticipated realisable value. Specific provision is made for bad and doubtful debts, basing on the aging analysis, and associated amounts expensed during the year. Bad debts are written off during the year in which they are identified when all reasonable steps to recover them have failed. Written-off debts which are later repaid are recorded as income in the year in which they are repaid.

(e) CASH AND CASH EQUIVALENTS

For the purpose of the Statement of Cash Flows, cash and cash equivalents comprise cash on hand and balances at bank.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

2) PROPERTY, PLANT & EQUIPMENT

	Freehold Land - Nkrumah	Buildings - Nkrumah	Tractors	Motor Vehicles	Computers, Software &| Accessories	Office Furniture & Equipment	Residential House Furniture & Equipment	Total
Depreciation Rate	**0.0%**	**4.0%**	**12.5%**	**25.0%**	**33.0%**	**12.5%**	**12.5%**	
	Ushs	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**
COST								
As at 1 July 2024	2,773,969,366	3,147,965,600	240,373,616	498,984,410	48,333,966	81,497,256	2,000,000	6,793,124,214
Acc.Depreciation Reversal	-	(1,728,283,683)	(240,373,616)	(498,984,410)	(21,547,966)	(36,535,157)	(2,000,000)	(2,527,724,832)
Revaluation - Land & Investment Property	2,559,030,634	-	-	-	-	-	-	2,559,030,634
Revaluation - H/O Building & Equipment	-	80,318,083	-	233,850,000	23,784,000	92,563,903		430,515,986
Additions	-	-	-	-	-	1,300,000	-	1,300,000
As at 30-June-2025	**5,333,000,000**	**1,500,000,000**	-	**233,850,000**	**50,570,000**	**138,826,002**	-	**7,256,246,002**
DEPRECIATION								
As at 1 July 2024	-	1,728,283,683	240,373,616	498,984,410	21,547,966	36,535,157	2,000,000	2,527,724,832
Acc.Depreciation Reversal		(1,728,283,683)	(240,373,616)	(498,984,410)	(21,547,966)	(36,535,157)	(2,000,000)	(2,527,724,832)
Charge for the Year	-	-	-	-	-	65,000	-	65,000
As at 30-June-2025	-	-	-	-	-	**65,000**	-	**65,000**
NBV								
As at 30-June-2025	**5,333,000,000**	**1,500,000,000**	-	**233,850,000**	**50,570,000**	**138,761,002**	-	**7,256,181,002**
As at 30-June-2024	**2,773,969,366**	**1,419,681,917**	-	-	**26,786,000**	**44,962,099**	-	**4,265,399,382**

3) Investment Property - Naguru

COST	**Ushs**
As at 1 July 2024	5,385,312,131
Revaluation - Land & Investment Property	(385,312,131)
Additions	-
As at 30-June-2025	**5,000,000,000**
Carrying Amount	
As at 30-June-2025	**5,000,000,000**

Note that; *Revaluation of land at Nkrumah and Naguru investment property was done at the year ended 30th June 2025 and their net revaluation gain was Ushs.2,173,718,503 (Revaluation gain Ushs.2,559,030,634 for land at Nkrumah Less Revaluation loss Ushs.(385,312,131) for Naguru Investment Property). This was recognised in the Revaluation reserve. Also, Nkrumah Building and all the Equipment (computers, Furniture and others) were revalued and their revaluation gain of Ushs.430,515,984 was recognised as other income. Since all assets at UCA were revalued, the opening Revaluation reserve was retired to the retained earning a/c. Therefore, the net revaluation reserve at the year end represents the gain realised on Land at Nkrumah and the Investment Property at Naguru.*

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UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

		2025 Ushs	2024 Ushs
4	**Intangible Asset**		
	Software -Microsoft dynamics	45,000,000	45,000,000
5	**INVESTMENT IN SHARES**		
	Shares in UCA Business Services Ltd	-	79,140,000
	Shares in Union Export Services Ltd	-	100,000,000
	Shares in UCCFS	10,100,000	10,100,000
	Shares in UCCU	1,000,000	1,000,000
	Shares in CIC	100,000,000	100,000,000
	Total	**111,100,000**	**290,240,000**
6	**INVENTORIES**		
	Stationery and Publications	45,236,964	49,597,865
		45,236,964	**49,597,865**
7 a)	**Trade and Other Receivables**		
	Trade Receivables		
	Trade Debtors	-	35,114,120
	Member Subscriptions	-	68,400,000
	ILO	-	7,978,350
	Swiss contact	-	1,200,000
	Tenants	56,625,448	66,310,059
		56,625,448	**179,002,529**
b)	**Other Receivables**		
	Activities advances	153,658,207	95,701,850
	Staff Debtors	-	(1,258,943)
	Gratuity Advances	77,220,000	12,220,000
	Oasis Contribution Fund	-	45,412,470
	Witholding tax and other deposits	247,960,231	247,546,951
	CFSP Society Loan	-	(4,948,830)
	VAT	159,881,945	-
	Witholding Tax & Other Accounts Receivables	413,280	-
	Salary Advances	3,700,000	-
		642,833,663	**394,673,498**
	Total	**699,459,111**	**573,676,027**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

		2025 Ushs	2024 Ushs
8	**CASH & BANK**		
	Absa Current A/c 6002558287-1024	19,101,550	5,048,224
	Absa Current a/c -1025-UCA/REALL-	165,369	165,369
	Absa Current A/c 1033	2,548,240	442,581
	Absa Curr.A/c no.0341773369, code-1036-TecnoServe	15,000	2,929,404
	Absa 1022 - UCA - /SCC-Norgesvel Current A/C	15,000	15,000
	Absa 1023 - VECO Barclays UGX A/c	58,989	58,989
	ABSA a/c no.0344035695-Code:1049-USD a/c. Opg=268.49 and Closing bal=31.09	112,325	408,075
	Absa a/c no.6003258716-RFSP/IFAD 1028	31,760,510	366,987,673
	UCA Stanbic Bank A/C 1045	1,097,752	1,097,752
	UCA UBA A/C 1018	175,058	175,058
	UCA/ SCC Current A/C 1044	17,115,525	45,269
	UCA/Priv. Sector/Stan Chart 1034	500	500
	UCE Savings A/c 1015	3,162,773	3,162,773
	UCA KCB 1060	-	-
	Housing Finance Bank a/c no.1110014037041	7,150,062	-
	Petty Cash	941,000	-
	Foreign Bank Account Balances 1046	-	(321,425)
	Absa a/c 6009062627 -Code 019 -(EUR.57,022.08)	228,682,316	-
	Total	**312,101,969**	**380,215,242**
9	**Share Capital**		
	1,140.50 Shares of Ushs.200,000 each	226,497,911	226,297,911
	Issued and partly paid	800,000	1,000,000
		227,297,911	**227,297,911**
10	**Statutory Reserves**		
	Statutory Reserve Fund 10%	468,035,268	454,864,546
	Education Fund 1 %	74,092,174	52,392,148
	Development Reserve Fund 5 %	234,017,633	227,432,272
		776,145,075	**734,688,966**
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**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

		2025	2024
		Ushs	**Ushs**
12	**Share Transfer Fund**		
	Balance b/f	116,832,016	86,567,722
	Transfer from Retained Earnings	6,585,361	30,264,294
	Balance c/f	**123,417,377**	**116,832,016**
13	**Revaluation Reserve**		
	Balance b/f	4,252,706,172	4,252,706,172
	Transfer to Retained Earnings	(4,252,706,172)	-
	Revaluation of Land	2,559,030,634	-
	Revaluation of Investment Property	(385,312,131)	-
	Balance c/f	**2,173,718,503**	**4,252,706,172**
14	**Retained Earnings**		
	Balance b/f	2,272,867,447	2,096,162,809
	Surplus /Deficit	131,707,216	605,285,883
	Prior year adjustment ***	-	(294,565,516)
	Transfer to Share Fund Reserve	(6,585,361)	(30,264,294)
	Transfer to Statutory Fund Reserve	(13,170,722)	(60,528,588)
	Transfer to Development Fund Reserve	(6,585,361)	(30,264,294)
	Transfer to Education Fund Reserve	(21,700,026)	(12,958,552)
	Balance c/f	**2,356,533,193**	**2,272,867,447**
15	**Long-term Mortgage Loan**		
	Balance b/f	1,123,616,270	1,529,290,937
	Prior year adjustment	332,579,093	-
	Loan rescheduling cost	36,148,334	-
	Less: Loan rescheduling Credit on Interest - Reduction on pı	(22,521,170)	-
	Less: Loan Principle instalment paid	(45,665,654)	(405,674,667)
	Balance c/f	**1,424,156,873**	**1,123,616,270**
	Note of prior year adjustment on HFB		
16	**External loans**		
a)	Payable within 12 Months	337,487,843	405,674,667
b)	Payable After 12 Months	1,086,669,030	717,941,603
	Total	**1,424,156,873**	**1,123,616,270**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

		2025	2024
17	**Trade and other Accounts payable**	**Ushs**	**Ushs**
	UCA Staff Savings Credit	11,504,000	2,890,000
	Tenants Deposits	4,855,000	3,215,000
	Withholding Tax	23,233,678	22,469,870
	PAYE Payable	230,258,234	297,460,252
	Accrued Staff salaries	75,178,517	35,565,490
	VAT	815,441,250	562,995,104
	NSSF	215,111,239	324,202,506
	Other Creditors and accrued expenses		
	Adroid Solutions -Retention payable	2,250,000	-
	Audit Fees Payable	8,000,000	-
	Kalya Courts Payable	33,162,000	-
		1,418,993,918	**1,248,798,222**
18	**Deferred Revenue Grants**		
	Deferred Revenue Grants	204,440,953	68,280,880
	Total	**204,440,953**	**68,280,880**

19 DONOR FUNDED PROGRAMME ACTIVITIES

DONOR FUNDS

Grant Revenue	Balance B/F	Received During the Year	Utilized During the Year	Balance C/F
	Ushs	**Ushs**	**Ushs**	**Ushs**
AGRI TERRA	66,124,208	223,797,753	(85,481,008)	204,440,953
UG - Subvention	-	1,001,439,000	(1,001,439,000)	-
Total	**66,124,208**	**1,225,236,753**	(1,086,920,008)	**204,440,953**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

Appendix i

		2025	2024
20	**INCOME**	**Ushs**	**Ushs**
a)	Member Subscriptions	11,480,000	5,000,000
b)	**Rental Income**		
	Rental Income Naguru appartment	878,400,000	488,400,000
	Rental Income Offices	657,264,515	672,826,745
		1,535,664,515	**1,161,226,745**
c)	**Grants**		
	Other Projects	130,312,447	3,958,000
	UG - Subvention	1,001,439,000	3,000,000,000
		1,131,751,447	**3,003,958,000**
d)	**Other income**		-
	International Cooperative day	22,915,000	-
	Stationary Income	38,411,000	19,095,761
	Revaluation Gain -PPE	430,515,984	
	Income from tenants Utilities & car hire	53,042,600	110,472,710
	Sundry income	77,953,546	-
	Entrance Fee	20,000	60,000
		622,858,130	**129,628,471**
	Total	**3,301,754,092**	**4,299,813,216**
21	**Personnel costs**		
	Staff Salaries	531,503,830	466,802,180
	N.S.S.F. 10% UCA contribution	53,150,400	46,680,533
		584,654,230	**513,482,713**
22	**Vehical Expenses**		
	Fuel	47,264,500	48,729,700
	Repairs & Maintenance	28,441,577	13,513,204
	Insurance Vehicles	966,000	280,000
		76,672,077	**62,522,904**
23	**Financial Cost**		
	Interest Expense on Bank loan	291,822,188	-
	Bank Charges	12,071,073	13,141,072
	Loan Insurance Cost	-	4,505,888
		303,893,261	**17,646,960**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

Appendix ii

		Ushs	Ushs
24	**Other Operating Expenses**		
	Advertising & Publicity	7,558,950	2,323,729
	AGM Expenses	-	4,300,000
	Other Staff Expenses	100,585,288	40,461,477
	Staff Lunch	18,670,640	7,751,500
	Depreciation	65,000	132,341,774
	Audit Fees	8,000,000	6,000,000
	Cleaning Expenses	15,988,593	15,688,450
	Co-operatives' Day Expenses	160,000	7,420,000
	Donations & Contributions	26,650,000	10,200,000
	Electricity & Water	28,876,835	43,319,861
	General Office Expenses	45,389,884	4,858,400
	Insurance Buildings	3,283,461	3,283,460
	Internet Services	2,735,000	3,995,400
	Maintenance - Office Building	16,128,000	15,008,500
	Maintenance - Office Equipment	6,141,300	5,966,000
	Newspapers & periodicals	2,364,000	2,844,000
	Office Tea Expenses	5,561,000	6,450,000
	Photocopying Expenses	1,131,000	752,200
	Professional Fees	31,779,660	47,987,892
	Travel Expenses - Fort Project	7,100,000	-
	Activity costs	9,950,000	-
	Subscriptions Local Organizations	1,500,000	-
	Generator expenses	1,207,400	-
	Regional consultative budget workshops - Subvention	677,143	-
	Coord. of the Int'l Day of Coop'ves, activities and celebrations - Subvention	241,121,000	-
	Recruitment Costs	11,550,000	195,000
	Rent - Regional Offices	2,542,372	6,142,372
	Rent & Property Rates	17,298,314	9,125,364
	Security Expenses	32,080,000	33,910,000
	Stationary	32,255,734	17,978,023
	Telephone Telex & Fax	3,072,000	2,734,000
	Maintenance & Repairs -Naguru appartments	6,534,500	2,812,000
	Subscriptions Int. Org.	-	4,126,419
	Postage	-	180,000
	Other Expenses (Subvention)		
	Activities Secretariat	323,177,900	120,120,000
	Agritera Trainings	-	28,965,000
	Coop Bank consultative mtgs	123,207,760	557,442,800
	Capacity Needs Assessment	39,200,000	359,500,000
	Capacity District. Core Teams	-	720,408,170
	Compliance & Audit of internal controls in Co-operatives	53,524,000	49,236,000
	Cooperators AGM	112,890,440	5,524,000
	Equiment & Vehicle repair	106,853,540	164,317,999
	Improved Visibility	39,812,840	53,927,859
	Inter day for Cooperatives	-	178,440,141
	Meeting btn regional leaders & UCA	321,092,475	49,190,510
	Monitoring Evaluation(MEL)	37,344,000	45,545,000
	National Cooperators Consultative meet	-	213,596,450
	Office Operational costs	113,947,603	-
	Total	**1,959,007,631**	**2,984,369,750**
25	**Governance expenses**		
	Committee Expenses	15,470,000	29,413,000
	Grand Total	**2,939,697,199**	**3,578,022,327**

UGANDA CO-OPERATIVE ALLIANCE (UCA) LTD

26 INCOME TAX COMPUTATION

FOR THE YEAR ENDED 30 JUNE 2025

	Appendix iii 2025 Ushs
Surplus Before Tax as per Accounts	362,056,893
Add:	
Depreciation	65,000
	362,121,893
Less:	
IBA	-
Donations	(1,131,751,447)
Wear and Tear Allowance	(36,310,678)
Adjusted Surplus/Deficit for the Year	**(805,940,232)**
Tax loss b/f	(13,155,385,020)
Adjusted Tax loss c/f	**(13,961,325,252)**
Less: Property Income	(2,170,002,645)
Tax losses	**(16,131,327,897)**
Tax Charge on Business Income for the year 30%	-
Tax payable b/f	-
Taxpaid in the year	-
With holding tax paid	
Provisional tax paid	-
Business Income Tax Payable/ (Recoverable)	-
Rental Income	**1,535,664,515**
Less: Allowable Deduction 50%	**(767,832,258)**
Less: Threshhold	-
Chargeable Income	**767,832,258**
Tax Charge on Property Income for the year 30%	**230,349,677**
Tax payable b/f	**133,331,352**
Tax paid in the year	-
Rental Income Tax Payable/ (Recoverable)	**363,681,029**

WEAR AND TEAR SCHEDULE

	Computers Class I	Automobiles Class II	Equipment Class IV	Total Ushs
Depreciation Rates	40%	35%	20%	
WDV 01 July 2024	**18,263,849**	-	**143,725,694**	**161,989,543**
Additions During the Year	-	-	1,300,000	1,300,000
Totals	**18,263,849**	-	**145,025,694**	**163,289,543**
Wear and Tear	(7,305,540)	-	(29,005,139)	(36,310,678)
WDV 30 June 2025	**10,958,309**	-	**116,020,555**	**126,978,865**

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