

1. EXECUTIVE SUMMARY

It is with great pleasure that I present the Annual Report detailing the activities carried out by Uganda Change Agent Association (UCAA) in the year 2009. It has been the first year of our five-year strategic plan that is titled "Capacity Enrichment for Economic, Political and Social Development" for the period 2009 to 2013. In general, it was a successful year but not without its challenges, and I am proud of what UCAA has achieved. Most of the planned activities were carried out for the achievement of our mission to ensure that poor rural men and women are liberated and are able to initiate their own self-reliant economic, political and social development processes in order to contribute to the achievement of our vision of standards of living in poor rural households improved through self-reliant participatory efforts of members of those households.

UCAA carried out activities intended for the stimulation of economic development that enabled poor rural men and women to work together in self-help development groups through which they are successfully operating their own group savings schemes, their own group credit schemes and earning income from payments of dividends that they receive as a result of their membership in these groups. Individual poor rural men and women were enabled to initiate, invest in and manage their own viable income generating activities.

UCAA carried out activities intended for the stimulation of political development that enabled poor rural men and women to become consciously awakened, to begin to question why conditions around them are the way they are, to realise the need for them to take responsibility to reverse trends that negatively affect their livelihoods. Change Agents, ordinary women and men, were liberated and were able to stand for office, were elected as community leaders.

UCAA carried out activities intended for the stimulation of social development that encouraged the formation of associations and enabled Change Agents to link poor rural men and women to other service providers and to voluntarily work with thousands of self-help groups. Self-help groups were motivated to establish formal linkages with their respective local administrations. UCAA gender policy was actively implemented ensuring that the knowledge, attitudes and practices of men and women in Uganda were improved with regards to gender issues.

UCAA continued to maintain its asset base and to utilise its assets in a frugal manner. These assets included visible and invisible assets such as full-time paid professional staff, volunteer Change Agents and development workers, financial resources, buildings and land, vehicles, training and office equipment.

UCAA membership continued to grow as more change Agents graduated and as more development partners appreciated the work of UCAA. It is also worthwhile to note that UCAA has re-entered Kajamoja region after suspending its activities in the region for almost 4 years and in 2009, one change agent training course was conducted in Karamoja.

Financially, in 2009 UCAA was able to generate its own income that contributed 14% of its expenses. UCAA funding partners continued to show confidence and trust in the work of UCAA through their generous financial contributions that contributed to 86% of the income that covered UCAA's expenses in 2009. However, our major challenges were limited funding for the implementing the planned activities due to the financial crisis that intensified during the year 2009. This affected the level of activity implementation and the resulting impact of some of the planned activities.

UCAA is satisfied that during the year 2009, together with our development partners we made progress in our efforts towards a more sustainable development in Uganda.

Dr. Maggie Kigozi

UCAA PATRON
UCAA Patron

2. INTRODUCTION

The year 2009 was the first year of the UCAA five- year strategic plan for 2009-2013. This report, therefore, covers the period from January to December 2009.

It should be noted that the 53 UCAA District Change Agent Associations (DCAAs) and the 236 UCAA branches countrywide are autonomous. These DCAAs and branches carried out their own activities that are not included in the UCAA national plans and budgets and are, therefore, not included in this report. Each of the DCAAs have prepared their own District Annual financial and Narrative Reports and are being discussed and approved during their respective District Assemblies that are being conducted during January to April 2010.

This report is prepared by the Executive Director in close consultation with the UCAA directors, programme officers and other members of staff. This report was approved by the UCAA Board of Directors during their meeting held on 13th March 2010. A summarised version of this report is being circulated in January through to April to members of UCAA attending UCAA district assemblies for discussion. The summarised version of the report will be presented to the UCAA National Delegates Assembly scheduled for 24th April 2010 for final approval.

Copies of this report will be circulated to all UCAA DCAAs, UCAA Funding Partners, relevant government departments, in particular the District Administrations, members of parliament, and selected NGOs with whom UCAA is networking with internationally and nationally. It will also be published on the UCAA website: www.ucaa.or.ug

3. STIMULATING ECONOMIC DEVELOPMENT IN RURAL AREAS OF UGANDA

UCAA's vision is that standards of living in poor rural households are improved through the self – reliant participatory efforts of members of those households. UCAA's mission is that poor rural men and women are able to initiate and sustain their own self-reliant economic development processes. In 2009 the following activities were carried out as planned, in order to contribute to the achievement of our mission and vision.

3.1. Activities that UCAA carried out in 2009 for Stimulating Economic Development

During this reporting period, the year 2009, UCAA carried out the following training activities in order to empower rural men and women so that they are able to participate in the economic development:

3.1.1. Change Agent Training (CAT) Courses – UCAA planned to conduct 10 CAT Courses to train at least 200 Change Agents during 2009. In addition, one partially funded course has been planned for those branches or DCCs that can mobilise the required partial funding and apply to UCAA for funding. Five out of the planned 10 CAT Courses were successfully conducted in the districts of Nebbi, Kitgum, Kotido, Kibale and Mbarara, training a total of 112 community leaders (53 female and 59 male) as Change Agents. In consideration of UCAA's 2009 income budget deficit, the Board of Directors decided that UCAA should not conduct remaining five planned CAT courses. The duration of each of the courses was 44 days of residential training that were divided up into four 2-week residential training workshops that were separated by three 4-week periods of fieldwork. The participants of these CAT Courses contributed to the costs of their training by paying UCAA a training fee of Ush 40,000/= each. The course content for these courses covered the following major topics: communication, facilitation, poverty analysis, gender issues, development theory, conscientisation and the work of the Change Agent, working with groups, group funds, cashbook accounting, double-entry bookkeeping, savings and credit schemes and income generating activities. It is important to note that at the end of 2009 and since the beginning of the CAT Programme in 1991 a total of 171 CAT Courses had been conducted training a total of 4,173 Change Agents in Uganda. Of these trained Change Agents, 51% (2,125) were men and 49% (2,048) were women.

Sadly, 6 % (237) of them have since passed away. Of the deceased Change Agents, 129(54%) of them were female and 108(46%) of them were male.

3.1.2. Training of Trainers (TOT) Course - UCAA planned to conduct one course in 2009 to train at least 20 Trainers of Trainers. This course was successfully conducted training a total of 23 Change Agents (14 female and 9 male) as Trainers of Change Agents. The duration of the course was 22 days of training in the form of two 11-day residential workshops that were separated by a period of four weeks. The participants of this course contributed to the costs of their training by paying UCAA a training fee of Ush 200,000/= each. The course content included all aspects of the organisation, facilitation and management of residential CAT Courses. UCAA is progressing well in the training of trainers in relation to its five-year strategic plan for 2009-2013, which stipulates that during the five year period UCAA will conduct five TOT Courses that will train at least 100 Trainers of Change Agents. One of the four remaining courses will be conducted in 2010 and the remaining course will be conducted in 2011, 2012 and 2013.

It should be noted that at the end of 2009 a total of 391 UCAA Trainers of Change Agents had been trained. Ten of these are Kenyans who were trained on contract and are, therefore, not available to UCAA. Therefore, at the end of 2009, a total of 381 Ugandan Trainers of Change Agents had been trained. Sadly, 25 of the Ugandan Trainers have since passed away. Six of the Uganda Trainers are now full-time paid UCAA staff members and so are unavailable to conduct CAT Courses. Another 107 of the Ugandan Trainers are also unavailable to conduct CAT Courses organised by UCAA, because they are either in full-time employment with other organisations or have migrated outside of Uganda or are in Uganda but have lost touch with UCAA. Therefore, there are a total of 249 active trainers of Change Agents that are available to form the training team that can facilitate CAT Courses in the following Ugandan languages: Acholi, Alur, Ateso, Dhopadhola, Kakwa, Kumam, Kupsabiny, Lango, Lhukonzo, Lubwisi, Lufumbira, Luganda, Lugabara, Lugwere, Lumasaba, Luruli, Samia, Lusoga, Madi, Ngakarimjong, Rukiga, Runyankole, Runyoro and Rutooro.

3.1.3. Training of Community Leaders in Self-Reliant Participatory Development Methodologies (SRPD Training Courses) – During the year 2009, the planning seminar resolved that UCAA should not conduct SRPD training courses but should encourage its branches and DCCs to mobilise funding and to conduct SRPD courses and that UCAA will conduct these courses on contract and consultancy basis. In 2009, therefore, the UCAA DCCs and Branches mobilised resources locally and were able to sponsor 3 SRPD courses that trained a total of 126(41 male and 85 female) as community Agents of Change.

In addition, in 2009, on contract request from Basic Needs UK in Uganda, UCAA conducted seven SRPD courses in Hoima, Masindi, (Bulisa), Katakwi, Kaberamaido and Soroti for formally mentally ill persons that trained a total of 208(104 female and 104male) community Agents of Change. A detailed analysis of participation in these courses by region and by district, including the self-help groups whose members participated is available on request from the UCAA Secretariat.

3.1.4. Management Training Courses for Community Leaders – UCAA planned to conduct nine Management Training courses 2009. UCAA successfully conducted nine courses that trained 256 community leaders of which 50% (128) were female and 50% (128) were male. The duration of these courses was two days of residential training covering such topics as: what management is, roles and responsibilities in management, planning, factors that lead to successful implementation of planned activities, resource mobilisation and leadership. UCAA is progressing well in conducting management training courses in relation to the targets of its five-year strategic plan, which stipulates that during the five-year period UCAA will conduct 45 Management Training Courses that will train at least 900 community leaders in management. Therefore, at the end of 2009, UCAA had successfully conducted 9 of the planned 45 courses training 256 of the targeted 900 community leaders. A detailed analysis of participation in these courses by region and by district including the counties covered can be availed on request from the UCAA Secretariat.

3.1.5. Accountancy Training Courses for Community Leaders – UCAA planned to conduct 9 Accountancy Training courses in 2009. UCAA and its branches and DCCs successfully conducted 10 courses that trained a total of 273 community leaders of which 46% (126) were female and 54% (147) were male. The duration of these courses was three days of non-residential training covering such topics as: bookkeeping – including creating and managing income and expenditure accounts, calculation of net worth, making a chart of accounts, raising receipts and payment vouchers, the accounts journal, ledger accounts, financial statements, processing vouchers, fixed assets, expenditure remittances, finding errors, goods-in-stock accounts, generating trial balances and end-of-year closing of accounts. A detailed analysis of participation in these courses by region and by district including the counties covered can be availed on request from the UCAA Secretariat.

UCAA and its branches and DCCs is progressing well in conducting accountancy training courses in relation to the targets of its five-year strategic plan, which stipulates that during the five-year period UCAA will conduct 45 Accountancy Training Courses that will train at least 900 community leaders in accountancy. Therefore, at the end of 2009, UCAA had successfully conducted 10 of the planned 45 courses training 273 of the targeted 900 community leaders.

3.1.6. Fundraising Training Courses for Self-help Groups and CBOs – During the year 2009 UCAA did not plan to conduct Fundraising Training Courses. However, on contract request from Basic Needs UK in Uganda, UCAA conducted one Fundraising Training Course in North Eastern Uganda for self help groups which are being supported by Basic Needs UK in Uganda training a total of 29 fundraisers.

Of note is that at the end of 2009, UCAA had so far trained a total of 300 Fundraisers of which 202 are UCAA trained Change Agents covering 41 districts of Uganda.

3.1.7. Financial Management Training Course – UCAA did not plan to conduct Financial Management Courses in 2009. However on contract request from AT-Uganda/UNADA, UCAA conducted three Financial Management training course in Gulu(Big Northern region),Mbale (Eastern) and Mbarara(Central and Western region) for their clients that trained a total of 108 Branch treasurers from different districts.

3.1.8. Modular Tailor Made Training Courses and consultancies – It is also worthwhile to note that in 2009 on request and sponsorship from Kampala Area Federation of Communities (KAFOC) which is being supported by Child Fund International UCAA conducted four tailored made training courses for their beneficiaries. In addition, on request from School for International Training USA, UCAA hosted a team of 14 students from America. UCAA facilitated half -day session for these students on self-reliant participatory development methodologies with reference to grassroots development and also help the students to conduct their field work among the self help groups that the Change Agents are working with. This student also had the opportunity to visit UCAA's branches and DCAAs in order to find out how the knowledge from Change Agent Training had been applied in a rural community. On request from Africa Renewal Ministries, UCAA conducted a training Needs Assessment for 45 parents of the children they are supporting. UCAA also carried out the orientation of five Rural Livelihoods Support Programme staff from Malawi on self reliant participatory development methodology.

3.2. Impact Analysis: UCAA's Success in Stimulating Economic Development

UCAA subscribes to the school of thought that economic development is a process in which an individual, community or nation mobilises and manages the factors of production, especially capital in the form of savings and credit, and invests these factors in productive activities intended to provide an increasing surplus; some of which must be reinvested in order to ensure sustainability. UCAA has evidence to show that this can be achieved by eliminating the human causes of poverty (lying in the behaviour or mentality of the individual, including misdirected priorities, dependency thinking, insufficient awareness, insufficient skills and knowledge and insufficient cooperation) and the development of a savings and investment mentality.

The work of UCAA, therefore, is to train Change Agents who will effectively assist poor men and women in establishing successful self-help groups. UCAA trains Change Agents to encourage these groups to begin their own savings and loan schemes. UCAA trains Change Agents to conscientise men and women who form groups to appreciate that they will use their group savings to provide investment loans to individual group members, instead of their members borrowing from micro-finance institutions that will charge them very high interest rates. UCAA trains Change Agents to be able to teach group members the necessary bookkeeping skills required to successfully administer such schemes. UCAA trains Change Agents to act as consultants who advise poor rural men and women to acquire the necessary skills and knowledge that will ensure that their investments in income generating activities are viable. This includes the Change Agents transferring to poor rural men and women such technical skills as, bookkeeping (cash book accounting and/or double entry bookkeeping), record keeping (minutes, etc.), feasibility and viability analysis before these poor rural men and women undertake a particular income generating venture.

UCAA set the following impact indicators as a means to measure its success in stimulating economic development processes during its strategic period of 2009 to 2013 and at the end of 2009 UCAA's progress in achieving these indicators is as follows:

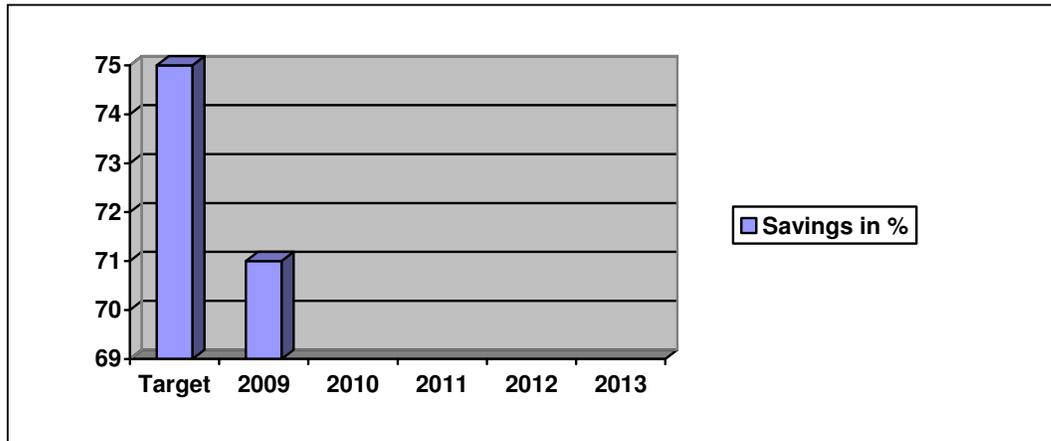
Note: The statistics in this analysis are based on voluntarily submitted reports from 38% (2,114) of the self-help groups that UCAA trained Change Agents are working with, voluntarily submitted reports from 31% (1,190) living UCAA trained Change Agents, and impact assessment reports of 1,503 members of the self-help groups that are voluntarily participating in UCAA's impact assessment programme.

Millennium Development Goals (MDGs):

- To reduce by half the proportion of the world's population living on less than a dollar a day.
- To reduce by half the proportion of the world's population suffering from hunger.

3.2.1. Operational Savings Schemes – That by December 2009 at least 75% of the self-help groups that Change Agents are working with have their own internal operational savings schemes.

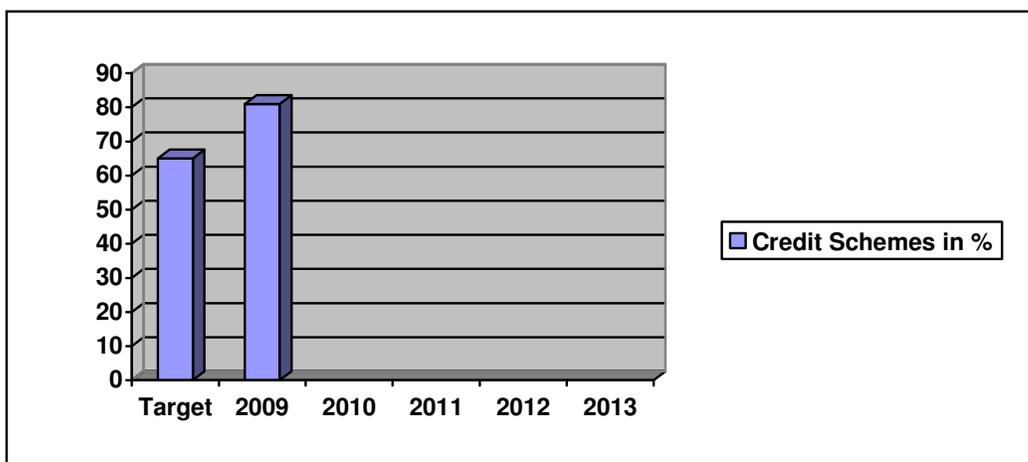
Of the 2,114 self-help groups that submitted reports in 2009 to UCAA, 71% (1,663) of them reported that they had their own internal operational savings schemes. These groups reported member savings of Ush 1,800,526,000/= (approximately EUR 720,210.4). Therefore, the average savings per group were Ush **854,877/=** (approximately EUR 350).



However, it should be noted UCAA met its target of self-help groups operating their own internal savings schemes in South Western, Western, South Central and Eastern. UCAA did not meet its target in 5 regions as follows: the Northern Region, West Nile, North Eastern, East Central Region and Central Region where, respectively, only 59%, 74%, 73%, 59% and 53% of the groups reported having operational savings schemes. The UCAA Programme Officer responsible for Northern Region gave an explanation that most of the people of Northern region have been resettled back to their villages and it is hard to access members. In addition, she also stated that some member prefer to save with village bank so that they can get bigger loans. The UCAA Programme Officer responsible for the big Central Region explained that they were of the opinion that many of the men and women in the big Central Region have not saved with their self help groups because the cost of living in the rural areas is as high as urban areas. She also explained that some members prefer to save their money in the bank because they do not trust each other with money. Others save with the bank because they want to access big loans. UCAA Programme Officer responsible for Eastern Region explained that the poor post experience of mushrooming Micro Finance institutions in the region has had a negative impact on the savings and credit scheme since many people were cheated of their money and hence people have become sceptical as far as savings is concerned. The Programme Officer for responsible for West Nile Region also gave an explanation that in West Nile, Private Sector Foundation and Consultancy for Rural Enterprise Activity Management have co-opted most of the savings and credit associations by employing Change Agents to work with them hence little data reflected by Change Agents on those groups. On the other hand, the Programme Officer Western region and South Western regions gave explanations that the regions scored highly (81% and 98%) because the culture of savings in the regions is generally taking roots at all levels.

3.2.2. Operational Credit Schemes – That by December 2009 at least 65% of the self-help groups that Change Agents are working with have their own internal operational credit schemes.

Of the 2,114 self-help groups reporting in 2009, 81% (1,743) of them reported that they had their own internal operational credit schemes.



These groups reported a total of 5,918 outstanding loans over Ush 1,359,647,000/= (approximately EUR 543,588). Therefore, the estimated loan size was Ush.229, 748/= (approximately EUR 91,899). UCAA is progressing well in achieving its impact indicator on internal credit schemes. Therefore, at the end of 2009, UCAA had achieved and surpassed the targeted 65% of the groups which successfully operating their own internal operation credit schemes.

During the year 2009, of the 1,503 members of self-help groups that participated in the **UCAA impact assessment**, 77% (1,162) of them reported that they had borrowed money during the year. Of these members, 84% (977) of them reported that they had borrowed money from the savings and credit schemes operated by their own self-help groups. The others, 20% (237) reported that they had borrowed from Microfinance Institution, and 7% (90) reported that they had borrowed from the Bank, and, 17 % (202) reported that they have borrowed from friends and lastly 6 % (74) reported that they have borrowed money from the family members.

The majority 71% (826) of the members that borrowed money during the year reported that they utilised their loans productively and that they had benefited from the loans that they took.

HOW MEMBERS WHO BORROWED UTILISED THEIR LOANS

	NUM	%
Invested in Business Ventures (trading, shops, buying commodities and produce for re-sale)	580	37
Invested in agriculture or farming as a business (buying farm inputs and animals for breeding for re-sale)	31	2
Invested in the purchase of fixed assets (construction or purchasing of houses and buying land)	218	14
Utilised for consumption (paying school fees, medical bills and to solve household problems)	745	47

It is worthwhile to note that even though UCAA was successful in achieving its target, UCAA did not meet its target of self-help groups operating their own internal credit schemes in some of the UCAA operational regions as follows: East Central Region 57%, South Central 54% and Central 39% of the groups reported having operational credit schemes. The UCAA Programme Officer responsible for these regions explained that she is of the opinion that self-help groups have been discouraged from running own credit schemes because there are many banks which members can access credit easily. Central region is more of urban areas where people individual lives rather than forming groups. Other Programme Officers explained that credit scheme does not work well in the urban centres because of living patterns and transfer of settlement seasonally. They also explained that central region is in the urban setting where by, there are many credit options banks rather than relying on informed credit scheme hence the low percentage. Those were some of the reasons cited for the self help group's failures to initiate operational credit schemes.

3.2.3. Poor Rural Women and Men Engaged in Income Generation – That by December 2009 at least 50% of members of self-help groups that Change Agents are working with have their own viable income generating activities.

Of the 60,295 members that were reported by the 2,114 self-help groups reporting in 2009, 65% (39,085) of them reported that they had their own viable income generating activities. These members reported total profits of Ush 1,395,019,000/= (approximately EUR 558,007.6) during the year. Therefore, the profits per member were on average Ush 280,175/= (approximately EUR 11). The members reported that they were engaged in various income generating activities such as Agriculture (crop farming, animal rearing, poultry keeping and fisheries), Transport and Communication, Professionals, Artisanship, Petty trade and Capitalists, Dividends from savings and credit schemes during the year 2009.

UCAA is progressing well in meeting its target in achieving its impact indicator on members of self-help groups engaged in income generation. In 2009, of the 60,295 members of self-help groups reporting 65% were engaged in income generation.

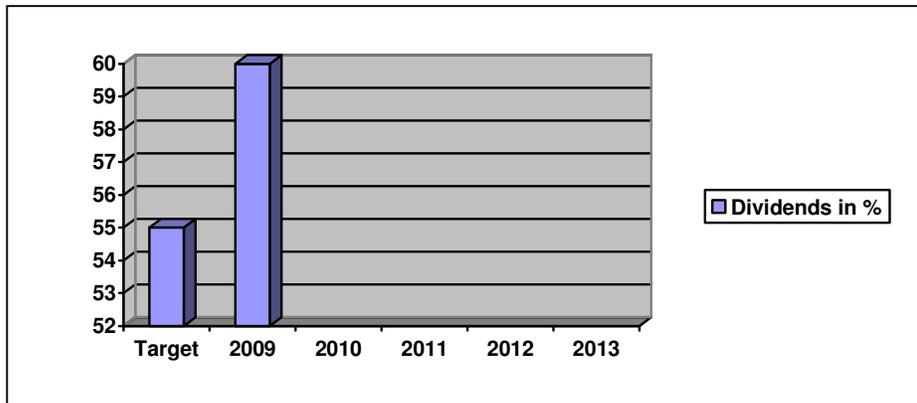
Much as UCAA was successful in achieving the target, North Eastern, Eastern and South Central did not perform well. Therefore, the following explanations have been given by the UCAA Programme Officers as to the possible regions as to why UCAA was not able to meet its target of members of self-help groups engaged in income generation in those regions: 1) the prolonged drought that occurred in those areas had a negative influence since many people are dependant on agriculture as a source of income, 2) The economic set up in the North Eastern Uganda especially Karamoja region is very poor since majority of the people are dependant on handouts from NGOs, 3) the poor climate in the North Eastern region especially Karamoja coupled with the raids and insecurity have affected self help groups members with viable income generating activities, 4) Communal land ownership is still in Northern region and Karamoja and this interrupts personal income generating activities .

3.2.4. Change Agents Engaged in Income Generation – That by December 2009 at least 80% of Change Agents have their own viable income generating activities.

Of the 1,190 Change Agents that submitted census forms in 2009 to UCAA, 89% (1,058) of them reported that they had their own viable income generating activities. These Change Agents reported **1,506 income** generating activities that they were engaged in. The majority, 66% (999), of the activities were in the category of agriculture (crop farming, animal rearing, fisheries and poultry). The other activities were 20% (313) in petty trade and capitalist, 7% (111) in artisanship, 2% (12) professionals, another 5% (71) in dividends from savings and credit schemes. UCAA has achieved and suppressed its impact indicator on Change Agents engaged in income generation. Therefore, at the end of 2009, UCAA had achieved its target of at least 80% of Change Agents successfully engaged in viable income generating activities.

3.2.5. Groups of Poor Rural Women and Men Sharing Dividends – That during 2009 to 2013 at least 55% of self-help groups that Change Agents are working with pay out dividends to their group members annually.

Of the 2,114 self-help groups reporting in 2009, 60% (1,270) of them reported that they had paid cash dividends to their members during the year. They reported having paid total cash dividends of Ush 603,586,000/= (approximately EUR 241,434.4). Therefore, on average the dividends paid out per group were Ush 475,264/= (approximately EUR 190,105). . Therefore, UCAA is progressing well in achieving its target of at least 60% of groups sharing dividends.



3.3. Challenges Facing UCAA in Stimulating Economic Development and Proposed Solutions

To a great extent, most of the assumptions that UCAA made, on which the success of its programmes depended during this reporting period held true as follows: Political and economic stability prevailed generally in Uganda. The political and economic situation in Uganda continued to permit and encourage independent group development activities except in the Karamoja region but the situation has also improved. UCAA enjoyed continued support from both local and national authorities in Uganda. UCAA trained Change Agents continued to work on a voluntary basis at self-help group level. However, some of UCAA's assumptions, to a significant extent, did not hold true and, therefore, continue to pose the following challenges to UCAA:

3.3.1. Negative Effects of Micro-Finance Lending Institutions (MFLIs) – One of the assumptions that UCAA holds, on which its success in stimulating economic development processes depends upon, is that the activities of MFLIs do not destroy the culture of saving. UCAA recognises the vital role the MFLIs play in enabling poor rural men and women to access loans which have the potential to be utilised for income generation and, therefore, improving the incomes of these men and women. UCAA is worried that, to a great extent, the MFLIs operate in such a way that does not promote individual savings, but rather they encourage individuals to borrow funds for non-income generating purposes since peoples attitude towards economic development is a bit low and they prefers to spend the loan on consumable goods rather than investment. These include home improvement loans, weddings, servicing loans and funerals and for paying school fees etc. There are reports of poor rural men and women who borrowed funds from MFLIs for non-income generating purposes and have ended up in a vicious cycle of being in debt as they borrow from one MFLI to pay the debt of another MFLI. Arguably, the fact that MFLIs make funds readily accessible to poor rural men and women to utilise for non-income generating purposes, the MFLIs provide false comfort to their clients that hinders them from saving which can help them when need arose.

In the year 2009, UCAA actively campaigned against the negative practices of micro-finance lending institutions. UCAA officers participated in the sensitization of the masses the various UCAA trainings, UCAA programme officers and Change Agents also participated as discussants on radio programmes and other forums during which they discussed the impact of micro-finance lending institutions on the lives of the poor, their business and communities, in particular borrowing loans for non-income generating activities. UCAA officers decried the negative effects of micro-finance lending institutions during UCAA activities, such as district assemblies, district programme review meetings, Branch Assemblies and visits with groups. During the certificate award ceremonies of UCAA courses, UCAA officers took the opportunity to discourage the hundreds of participants at these ceremonies from borrowing money for non-income generating activities, in particular for home improvement, funerals and weddings. UCAA officers encouraged poor rural men and women to adopt a culture in which they save for school fees.

UCAA has been committed to its continued campaign on encouraging poor rural men and women to form their own savings and credit schemes. At every opportunity, during UCAA activities, whilst participating in media events, and other forums, UCAA officers have continued to decry the negative effects of the activities of MFLIs. This is in the hope of saving poor rural men and women from becoming victims of the scourge of the negative effects of MFLIs.

In addition, UCAA through its training programmes will continue to facilitate processes through which poor rural men and women become conscientised about the unnecessary waste of resources on misdirected priorities such as expensive funerals, weddings and Christmas feasts. This is in the hope that they will be able to save their resources and re-direct their priorities and, therefore, be in the position where they are not forced by circumstances to borrow from MFLIs for non-income generating purposes.

3.3.2. Corruption – Unfortunately, corruption is still a big challenge to deal with at all levels of government and, this is a big problem to UCAA because Change Agents countrywide are hindered from participating in policies because of kick backs at all levels. The Society in general has lost its morals as corruption has been co-ordinated from lower level of leadership up to the top and because of low level of political maturity, the will of fighting corruption by the communities is minimal. Some Change Agents have faced resistance especially from districts officials because what they advocate for is contrary to what is on the ground. Corruption has crippled development in Uganda. It is generally felt that, even though government has vowed to fight corruption, the political will is lacking. The decay of morals in Uganda has affected UCAA's efforts. This is evidenced through corruption which has been institutionalised and it is being transferred down to the communities. Corruption is also still rampant in the Procurement system both at the Central government and Local Government levels. Therefore, the diversion, mismanagement and stealing of funds intended for assisting poor rural men and women to come out of poverty is perhaps one of the worst weapons of mass distraction in Uganda. Vital services such as free schooling, medical care and road maintenance are not provided because the funds intended to do so were diverted or stolen. Therefore, the poor rural men and women are caught up in a cycle of poverty in which they have to borrow from MFLIs to pay school fees and medical treatment.

During the year 2009, UCAA officers continued to encourage poor rural men and women, in particular the Change Agents, to fight corruption at the level of their own communities.

UCAA is committed to continuing its efforts in encouraging poor rural men and women to interest themselves in government programmes so that they can ensure that government funds are properly utilised. UCAA will continue to train and equip poor rural men and women with skills such as bookkeeping, auditing, etc. that can enable them to interpret financial reports and identify financial malpractices. UCAA is convinced that one of the most effective ways of fighting corruption is by laying the foundation for the poor rural men and women to be able to reject it and rise up against those who perpetuate it.

4. STIMULATING POLITICAL DEVELOPMENT IN RURAL AREAS OF UGANDA

It is part of UCAA's mission to ensure that poor rural men and women are able to initiate, manage and sustain their own self-reliant political development processes. UCAA, therefore, is directing our efforts to address the situation of the social exclusion of poor men and women where large sections of the Ugandan

population are unable to productively participate in intellectual debates on policies that affect their livelihoods. UCAA is addressing this issue by facilitating processes that are enabling men and women at the grassroots to participate in leadership and decision-making organs and processes in their communities. The training courses described in the previous section of this report were instrumental in conscientising the men and women that participated in them. During these courses, the participants acquired skills in leadership, decision-making, accountability and transparency.

In addition, UCAA carried out the following activities that ensured that poor men and women acquired the necessary leadership skills and the confidence to participate in leadership positions and decision-making organs in their communities, through experiential learning and through their participation in UCAA decision-making organs:

4.1. Activities UCAA carried out to Stimulate Political Development Processes

4.1.1. District Assemblies – UCAA planned to hold district assemblies in districts in which there are registered District Change Agent Associations (one per district) in accordance with the UCAA Constitution. During the first four months of the year, before the National Delegates Assembly, UCAA held 55 District Assemblies. The attendance at these assemblies was 1,629 participants, of which 63% (1,021) were UCAA Full Members (change agents), 12% (200) were UCAA Associate Members (Community Agents of Change), 3% (44) were UCAA Working Partners and 22% (353) were guests. Of the Full Members who attended 56% were male and 44% female and of the Associate Members who attended 50% were male and 50% were female. These assemblies were chaired and led by ordinary rural men and women, UCAA Full Members serving on the District Coordinating Committees of their respective DCAAs. They were assisted by the UCAA Programme Officers. The guests at these assemblies included members of parliament and district officials who officiated as guests of honour, and representatives of other development organisations. Participants at these district assemblies received and reviewed all the UCAA National documentation (reports, plans, budgets, proposed amendments to the UCAA Constitution, etc.) the National Delegates Assembly was going to discuss, they made recommendations and instructed their elected delegates accordingly. Each of these assemblies elected two delegates (one male and one female) to represent it at the National Delegates Assembly. UCAA had progressed well in conducting district assemblies in relation to the targets of its three-year strategic plan, which stipulates that during the three-year period UCAA will conduct at least 50 district assemblies annually, in accordance with the UCAA Constitution. Therefore, UCAA is progressing well in conducting district assemblies in relation to the targets of its five -year strategic plan for 2009-2013, which stipulates that during the three year period UCAA, will conduct at least 50 district assemblies annually, in accordance with the UCAA constitution.

4.1.2. UCAA National Delegates Assembly (NDA) – As planned, UCAA held it's National Delegates Assembly on Saturday, 25th April 2009. This assembly was chaired and led by ordinary rural men and women, UCAA Full Members, serving on the UCAA Board of Directors. They were assisted by members of UCAA staff. Attendance at this assembly was 126 participants, including 101 district delegates, 5 guests and 16 UCAA staff members. Of the 101 district delegates, 49% were female and 51% were male. The National Delegates Assembly amended the UCAA Constitution, elected a new Board of Directors, and approved the UCAA annual reports for 2008 and UCAA plans and budgets for 2009. Details of the proceedings and resolutions of this assembly are included in the minutes of this assembly that are available on request from the UCAA Secretariat. The minutes of this assembly were circulated to all UCAA branches and DCAAs (one copy each), to the UCAA Board of Directors, and to the UCAA Secretariat staff. UCAA has progressing well in conducting NDAs in relation to the targets of its five-year strategic plan which stipulates that during the five-year period UCAA will conduct 5 annual NDAs, in accordance with the UCAA Constitution.

4.1.3. Board of Directors – The UCAA Constitution, Article 6, Section 1, Sub-Section f, stipulates that “The tenure of office of the members of the UCAA Board of Directors shall be one year. However, the Vice Chairperson, Vice Secretary and Vice Treasurer shall normally be elected to the positions of Chairperson, Secretary and Treasurer respectively after serving one year in the former position, if re-confirmed by a majority of District Delegates from their respective regions”. Indeed, in accordance with the UCAA Constitution, in April, the UCAA NDA elected a new UCAA Board of Directors. The 2009/2010 UCAA Board of Directors is composed of five women and four men. UCAA planned to hold monthly meetings of the Board of Directors. However, during the planning seminar it was resolved the UCAA Board meetings should be held bi-monthly and these meetings were successfully held. During these meetings, the Secretariat presented to the Board progress reports on membership, fundraising and Advocacy, programme, finances and personnel. The members of the Board of Directors, particularly the Treasurer and Vice Treasurer, inspected and carried out bi-monthly internal audits of the six sets of UCAA Regional Accounts and the UCAA National Accounts. As expected, the members of the Board of Directors carried out inspection visits to selected UCAA programme activities. UCAA is progressing well in meeting its target in ensuring that its Board of Directors is functional in relation to the targets of its five-year strategic plan which stipulates that during the five-year period UCAA will hold 30 monthly meetings of its Board of Directors and that the members of the Board of Directors will supervise the work of the Secretariat.

4.1.4. Planning Seminar - As planned, in July, UCAA held a two-day review and planning seminar (using the Logical Framework Analysis), in order to review its performance and draw up detailed plan and budget for 2010. The attendance at this seminar was 29 participants, including 9 UCAA Board of Directors, 8 other Change Agent Regional Representatives and 12 UCAA staff members. UCAA is progressing well in meeting its target in ensuring that it holds participatory annual planning seminars in relation to the targets of its Five-year strategic plan for which stipulates that during the five-year period UCAA will hold 5 annual review and planning meetings.

4.1.5. Branch Assembly visit- Coordination between the National Association and the members/branches/DCAAs continued as planned through branch Assembly (1 per branch per year). UCAA successfully visited 218 Branch Assemblies (one for each of the 220 branches that have registered with UCAA). The Assemblies brought together the 1,803 branch and DCAA members (783 female and 1,020 male), and the UCAA Programme Officers. UCAA is progressing well in meeting its target in ensuring that it holds participatory branch Assembly in relation to the targets of its five-year strategic plan which stipulates that during the five-year period UCAA will hold one Assembly per Branch annually.

4.1.6. District Programme Review Meetings - During the second quarter of the year, the UCAA Programme Officers carried out visits to 100% (53) of the 53 UCAA districts that were registered with UCAA at the time. Although the districts of Nakapiripirit and Moroto were not registered at that time, they were also visited and these visits were used as a strategy to revive their DCAAs and Branches. These visits were instrumental in generating data that provided UCAA with the reality of the functioning of its branches and DCAAs on the ground. It also gave the UCAA programme Officers opportunity to meet the Change Agents and encouraged them to continue to work with self help groups. Some of the data generated from these visits is utilised in this report. UCAA is progressing well in meeting its target in ensuring that Programme Officers conduct two branch visits in relation to the targets of its five-year strategic plan which stipulates that during the Five-year period UCAA programme officers will annually conduct one branch/DCAA visit per district per year.

4.1.7. Practical Leadership Training – As planned UCAA ensured that all the trainees at all the CAT Courses described in the previous section had the opportunity to practice holding the position of chairperson, secretary and timekeeper. UCAA also ensured that UCAA sponsored courses were co-facilitated by Change Agents who are rural men and women. This is in fulfilment of UCAA’s strategic plan.

4.1.8. Participation of UCAA Branches and DCAAs in Government Planning and Budgeting and other meetings– As planned the UCAA Programme Officers actively encouraged the UCAA Branches and DCAAs to participate in the planning and budgeting seminars and other meetings of their respective sub-counties and district administrations. During the year, UCAA received reports that at least 70% (37) of its 53 DCAAs had participated in various meetings of their respective sub-county and district administrations. They participated in planning and budgeting meetings for government programmes such

as Functional Adult Literacy programme, Health services, Community Driven Development, Procurement meetings, National Agriculture Advisory Development Services (NAADS) review meetings, Plan for modernisation of Agriculture Budgeting Conferences, and other development oriented programmes. UCAA is progressing well in encouraging its DCAAs and branches to participate in government meetings as stipulated in its five-year strategic plan.

4.1.9. Accessing Civic Education Material – During the year, UCAA accessed books and posters inform of grant in kind from Uganda Debt Network, Uganda Joint Christian Council, Pallisa Community Development Office, Uganda Land Alliance, Nile Basin Initiative, Network of Researchers and Research Users Association, which it distributed free to Change Agents. UCAA is progressing well in meeting its target in accessing and distribution of civic education materials in fulfilment of UCAA strategic plan for 2009 to 2013.

4.1.10. National Development Forums (NDFs) – UCAA planned to hold a national development forum during 2009. In April, UCAA held a forum on the topic “Has Land allocation to investors increased job creation or poverty?” Attendance at this forum was 117 development workers, majority of who were Change Agents. Notable participants at this forum included Hon. James Baba, State Minister in the vice president’s office and Dr.Maggie Kigozi, Executive Director, Uganda Investment Authority. Other notable participants included representatives from Civil Society Organisations.

Dr. Maggie Kigozi, Executive Director Uganda Investment Authority and Richard Isiko, Change Agent, from Jinja district were the two keynote presenters. The Board Member for West Nile region Dimba David moderated the forum. This forum received massive press coverage on radio, television and print media.

It is worthwhile to note that, UCAA is progressing well in meeting its target in the Five-year strategic plan which stipulates that during the five-year period UCAA will conduct at least 5 NDFs attended by a total of at least 500 participants.

4.1.11. Registration of DCAAs with District Administrations - UCAA planned to ensure that the respective District Administrations formally register and recognise its DCAAs. UCAA continued to subsidise the required registration fees. By the end of 2009, UCAA had received confirmed reports that

83% (44) of its 53 DCAAs were registered with their respective District Administrations. UCAA is encouraging and supporting the registration of its DCAAs in order that these DCAAs and UCAA branches are effective in representing their members and communities in major district meetings, e.g. district planning and budgeting meetings. Indeed, some of the DCAAs that are registered with their respective district administrations were awarded service contracts by their district administrations to provide training to rural men and women in various subjects under government programmes such as Functional Adult Literacy and National Agriculture Advisory Development Services (NAADS). We are therefore pleased to report that UCAA is progressing well in ensuring the registration of its DCAAs with district administrations as stipulated in its Five-year strategic plan which stipulates that during the Five-year period 100% of its DCAAs are registered with the Community Development Officer of their respective district administrations.

4.1.12. District Coordinating Committees (DCCs) – All the DCAAs has a DCC composed of at least one representative per branch of the branches in its district. UCAA expects these DCCs to coordinate and promote the work of the Change Agents and branches of UCAA in their respective districts. One of the roles of the DCCs is to raise funds locally for district-based activities. UCAA planned to subsidise four meetings per year per DCC and it did so. However, UCAA did not achieve its target in getting its DCCs to meet four times a year as is stipulated in its five-year strategic plan which stipulates that at least 100% of its DCCs successfully hold four meetings in a year. In 2009 49% (26) of the DCCs held a maximum of four to ten meetings. Most of the DCCs only held a maximum of two to three meetings in 2009 which were paid for by UCAA. Our Programme Officers who are in touch with the DCCs members reported that the DCCs were unable to meet on a quarterly basis as planned because of the increase in the transport costs.

4.1.13. District Sign Posts – UCAA has been encouraging its DCAAs to put up signposts providing their contact information. UCAA planned to subsidise the costs of making signposts for its DCAAs. Therefore,

by the end of 2009, UCAA had received confirmed reports that at least 77% (41) of its DCAAs had put up and were maintaining their sign posts.

4.1.14. Development Forums – During the year 2009, UCAA received confirmed reports that 51% (27) of its 53 DCAAs (DCCs and branches) conducted 55 development forums utilising resources that they themselves mobilised locally. These development forums were similar to the national development forum, though more focused at district, sub-county and community level. These forums provided a total of 1,546 poor rural men and women that participated in them with an opportunity to have their voices heard. The topics of discussion at the majority of these forums were on economic development issues, such as savings and credit, income generating activities, group funds, and selection of enterprises, production and marketing. The topics of the other forums were on social development issues such as Hiv/Aids in the community, Inheritance, Health and sanitation. As stipulated in the UCAA Five year strategic plans, UCAA is progressing in encouraging its DCAAs and branches to mobilise funds locally and to hold development forums.

4.1.15. DCAA Publicity Material – UCAA planned to produce and distribute district publicity material. The UCAA Programme Officers produced and distributed: District Brochures and The State of the Regions Reports in which each of the districts in the region were publicised. Therefore, UCAA is satisfied that the district Brochures, state of the region reports and the UCAA quarterly newsletters are adequately publicising the work of its DCAAs.

4.1.16. DCAAs Own Income Generation – UCAA planned to and encouraged its DCAAs to initiate own income generation (branch contributions, savings and credit schemes, governmental service providing contracts, etc.). One of the ways in which UCAA encouraged its DCAAs to mobilise resources locally was by discontinuing UCAA's financial support to DCAAs for conducting development forums. Of the Ush 70,557,350/= reported DCAAs income, only 28% (19,543,600/=) was reported to have been provided by UCAA. The remaining, 72% (51,013,750/=) of the DCAAs income was locally mobilised by the DCAAs themselves from fees, sales and grants. Therefore, UCAA is progressing well in meeting its target as stipulated in its five-year strategic plan that at least 70% of each DCAA's income is locally generated by the DCAAs themselves.

4.2. Impact Analysis: UCAA's Success in Stimulating Political Development Processes

UCAA subscribes to the school of thought that political development is a process in which the people of a community or nation democratically participate in political decision-making at the community level and in the election of their own representatives to higher levels so that decisions are made at the appropriate level, that accountability is increased, and corruption and favouritism eliminated. This is achieved through the elimination of the human causes of poverty and the development of unity and cooperation. UCAA through the activities described in this section and the previous section above, equipped poor rural men and women (change agents) with skills that helped these men and women to throw off the debilitating burden of personal disempowerment and motivated them to actively participate in decision-making processes that affect their lives.

The following impact indicators was set up by UCAA as a means to measure its success in stimulating political development processes during its strategic period of 2009 to 2013 and at the end of 2009 UCAA's progress in achieving this indicator was as follows:

4.2.1. Election of Change Agents in Local Councils – That during 2009 to 2013 at least 50% of Change Agents are elected Local Councillors at all levels (village, sub-county, municipal and district).

In 2009, of the 1,190 Change Agents reporting, 32% (380) reported that they are elected councillors. It is worth noting that of the Change Agents that are elected councillors 207 are female and 175 are male. The majority, 53% (201) are elected councillors at village level (elected 2001), 24% (91) at parish level, 20% (78) at sub-county level, and the remaining 3% (10) at district level.

One of the Change Agent who was elected district councillor is Rugyendo Emmanuel, Councillor LCV for Kabale District and one of the executive members on Finance Committee. He gave his testimonies as follows:

“I was trained as a Change Agent in 1993 and as UCAA Facilitator in 1995 and after these trainings, I gain a lot of popularity in my Sub country, Kyanamira which stimulated me to join politics in 1998 and I contested for a LCIII position in Kyanmira Sub county which I won. I served for two terms as a Councillor both as a secretary and Vice Chairperson. In 2006 to date, I am a LCV Councillor for Kabale District and a member on Finance Committee, sometimes acting as Chairperson and representative to Mbarara district, Kasese district etc as Secretary for Finance. Change Agent training has helped me to build my political carrier by equipping me with the skills and knowledge. I am always self-confident, cooperative, agreeable, consultative, and steady, respecting people’s views, good listener, accepting criticism from people, self –criticising and evaluative before taking difficult decisions as a down to earth leader”.

As at the end of 2009, UCAA had not achieved its target as stipulated in its five-year strategic that at least 50% of the Change Agents are elected local councillors. The UCAA Programme Officers have explained that this is so, because some change agents by nature of their work as rural development workers are not interested in politics. In addition, Elections have not been conducted in Uganda for the last five years and some Change Agents serve in different capacities like polling Agents, returning Officer and civic educators. Control of resources is not yet fully addressed especially women and this affect their participation since politics has become commercialised in Uganda. Lastly, political environment for multi-party politics is not yet levelled for full participation and some change Agent do not want to take sides in the multiparty politics due to political violence.

4.3. Challenges Facing UCAA in Stimulating Political Development

4.3.1. Political Maturity - One of the assumptions that UCAA holds, on which its success in stimulating political development processes depends upon, is that Uganda’s return to multi-party politics does not lead to greater sectarianism in Uganda. To a great extent this assumption is not holding true.

Uganda’s return to the Multi-Party System has the potential to and to some extent is being utilised to nurture tensions amongst different groups of people, especially sectarianism (tribal and religious). Cases in point are the following situational reports given by the UCAA Programme Officers on how Uganda’s return to the multi-party democratic system of governance is impact communities in their regions:

The Programme Officers gave explanations that the Change Agent are not willing to participate in the Multi Party democratic system of government because the idea of multi-party politics has not yet taken root on the ground and this in it self affect political participation since people now prefers to take a neutral stand rather than taking sides. In addition, there is a misguided belief amongst members of parliament and the electorate, in general, that whilst debating in parliament the members of parliament may not articulate their own personal views, but that they must only articulate the expressed views of the party that they belong to. Therefore, to a great extent, the members of parliament are gagged and are not effectively representing their constituencies, since they are restricted from articulating opinions independent of their respective political party, even though they may be of special interest to their respective constituencies. Indeed, organisations such as the Uganda Joint Christian Council, Uganda Debt Network that are involved in governance monitoring are actively lobbying against practices in the individual parties that are gagging members of parliament.

UCAA subscribes to the school of thought that the participation of people in all aspects of their community is the true form of democracy. That they participate in contributing to the economic, social and political developments in their community is what determines whether they are a developed people and that their community is a developed one. This is as opposed to only measuring development in terms of the gross domestic product (GDP), for example. The measurement using the GDP does not take into consideration the proportion of the population that participated in generating and consuming the GDP. Development should work towards strengthening collective personality in which the men and women within a family, group or nation freely and richly express themselves. UCAA is committed to continue operating as a

model association that allows for the members of its target group to genuinely participate in its governance. UCAA is convinced that the best way to teach good governance is through experiential learning. UCAA is committed to continue maintaining its character as a non-sectarian, non-religious and non-political association that does not discriminate in its membership on the basis of gender, ethnicity, religion or political differences.

4.3.2. High levels of Illiteracy – One of the biggest challenge faced by UCAA, as we move further down to the grassroots, is the very high levels of illiteracy. Thousands of rural women and men are unable to read and write and are, therefore, unable to access UCAA training programmes, other development programmes, and to participate in decision making organs in their communities.

Throughout the year 2009, UCAA actively advocated for and pleaded with parents to send their children to school. UCAA's strategy of utilising Community Development Assistants and Sub-County Chiefs as its External Field Assessors is paying off, because in the process, these leaders have discovered that most of the members of self-help groups that the change agents are working with are illiterate. UCAA's advocacy in this area is bearing some fruit because some of the Change Agents who are working with those self help groups have connected to the Local Government Functional Adult Literacy classes.

UCAA is optimistic that the government's Universal Primary Education programme and Universal Secondary Education will go a long way in mitigating this challenge in the future. In a bit help poor rural men and women who are illiterate, UCAA has translated its key training materials to 14 Ugandan languages and we have training teams that are able to deliver training in the various Ugandan national languages. At every opportunity UCAA will advocate for more functional adult education programmes intended to assist rural men and women to learn how to read and write, either in the Ugandan languages and/or in the official language of Uganda, which is English.

STIMULATING SOCIAL DEVELOPMENT IN RURAL AREAS OF UGANDA

It is part of UCAA's mission to ensure that poor rural men and women are able to initiate, manage and sustain their own self-reliant social development processes. UCAA, therefore, is directing our efforts to addressing the situation in which a large number of rural men and women in Uganda have a high level of dependency thinking, have accepted their social condition and are in apathy, and they despise themselves and think that they are inferior. In adn, UCAA is directing our efforts in addressing the situation of gender inequality. UCAA is doing this by facilitating processes that are enabling men and women at the grassroots to acquire psychologically emancipated attitudes. The training courses described under the section of Economic Development above were instrumental in providing an opportunity to the rural men and women who participated in those courses to go through a process of conscious awakening. The participatory way in which the UCAA courses were organised by giving the participants the responsibility of making decisions on some aspects of the course organisation enabled the participants to realise their own abilities.

In addition, during 2009, UCAA carried out the following activities that led to a situation in which social capital was mobilised through the active participation of poor rural men and women in self-help groups through which they are initiating and sustaining their own self-reliant social development processes:

5.1. Activities UCAA carried out to Stimulate Social Development Processes

5.1.1. Nurturing the Volunteer Spirit - In fulfilment of its Five-year strategic plan, UCAA continued to encourage change agents to work voluntarily with self-help groups in their communities in order to promote positive change in their families and communities. One of the ways in which UCAA is promoting the volunteer spirit is through the UCAA Award of Merit to those outstanding Change Agents and other agents of change who make a significant contribution to the achievement of UCAA objectives. During the UCAA National Delegates Assembly held in April, the following Change Agents were awarded the UCAA Award of Merit: Obang Jimmy from Apac, Eukot Samuel Lasamo from Amuria, Aliga Sebastian from Arua, Enid Kiiza from Bank of Uganda and IFAD consultant and Youth Apostle of Jinja Diocese. The details of the citations for these recipients were included in the UCAA Newsletters published in 2009.

In addition, UCAA annually recognises the volunteer work of hundreds of Change Agents by awarding these Change Agents certificates of recognition for their loyal service to UCAA for either 5 years, 10 or 15 years. During January to April, during the District Assemblies, the UCAA Board of Directors and the guests of honour at these assemblies presented the certificates to those that qualified.

In addition, UCAA is running competitions amongst its branches and amongst its DCAAs. UCAA annually judges its branches on 12 aspects including: registration with UCAA, payment of membership fees to UCAA National (full members, associate members and working partners), branch meetings, branch membership fees, branch accounts, implementation of Small Group/Sub-County Development Forums, branch income generating activities, branch savings and credit schemes, branch consumer unions, attendance at District Assemblies, collection of UCAA monitoring forms). UCAA awards branches that achieve 150 points and above certificates of achievement. UCAA also awards prizes to the branches with the highest points in each of the nine UCAA Programme Regions prizes. UCAA also awards prizes to the three branches with the highest points in the whole country. The top three branches for the year 2009 were: Bukonzo East, Ruhinda (Bushenyi), and Kashaari (Mbarara) and during the National Delegates Assembly they received their prizes.

UCAA judges its DCAAs on 7 aspects including: registration with UCAA, meetings of the District Coordinating Committees, accounts of the District Coordinating Committees, holding of District Development Forums, representation at UCAA Programme Branch Visits, attendance at functions of respective District Administrations and establishment of district offices. UCAA awards prizes to DCAAs that achieve 100 points and above certificates of achievement. UCAA also awards prizes to the DCAAs with the highest points in each of the nine UCAA Programme Regions prizes. UCAA also awards prizes to the three DCAAs with the highest points in the whole country. The top three DCAAs for the year 2009 were: a, Lira, Mayuge and Kiboga, and during the National Delegates Assembly, they received their prizes.

5.1.2. Register of Development Groups – UCAA in fulfilment of its three-year strategic plan for 2009 to 2013 continues to maintain registers of all self-help groups that Change Agents are working with. UCAA continued to up-date its registers in order to ensure that they have factual up-to-date information on these groups that UCAA can utilise for advocating for and with these groups. At the end of 2009, there were a total of 5,600 groups that were registered with UCAA.

5.1.3. Advocacy – UCAA has continued to advocate on and to raise consciousness on the negative effects of the activities of micro-finance lending institutions. UCAA's progress in advocacy in this area is articulated in the previous section of this report on stimulating economic development. In addition, the UCAA Programme Officer in Charge of South Western Region has conducted a research on the negative effects of the activities of microfinance lending institutions in the West Nile Region. Below are some of the findings of this research: 1) a large part of the savings collected is not necessarily reinvested in the villages. Credit amounts are generally small and on short term thus not allowing undertakings of more profitable investments 2) the clients are afraid of risk and instead invest in large projects which they can not manage. Sometime the economic profitability of the financial structure is more emphasised to the detriment of the social profitability which then pushes the MFIs towards setting very high interest rates 3) the absence of local supervisory framework by the state allows in certain cases for financial institutions to exploit the population. Most MFIs are located in urban and semi urban areas where they offer no help to farmers in the remote areas. 4) the focus of most micro finance institutions is on interest and on the productive credits but social interventions like health, education, housing, social change are left aside.

In general, the short history of microfinance institutions impacts in the region has been relatively little at the level of the economy as a whole. While their focus is most on maximising profit for financial self sufficiency. With regard to impact at the level of micro enterprises in the informal economy, evidence indicates that micro enterprise credit does not result in significant net gains in employment but it can lead to increased use of family labour. There is yet no evidence of business growth and massive transformation as a result of micro enterprise credit but there is evidence of credit enabling enterprises to survive (remain in business) in crisis.

As a result, many microfinance institutions in West Nile region still direct to pre existing informal sector micro enterprises and many others now direct specifically to women who are engaged in what could be called an income generating activity rather than a business. These microfinance institutions are less

concerned a bout whether the credits are used for business purposes. In conclusion therefore, microfinance institutions are partners with government in development to promote improved quality of life through poverty eradication by provision of financial services. Therefore, they must as well focus on the social impact of the programmes so as to realise affordable economic and social realities for holistic transformation in their client's lives. Otherwise what matter most to a client are low transaction costs, a high degree of liquidity and rapid availability of loans.

It is worth noting that other Programme Officers have also conducted research on farming as a business and charcoal stove as a strategy for reducing environmental degradation in their respective regions.

UCAA is progressing well in meeting its target in its advocacy work in relation to the targets of its five - year strategic plan which stipulates that during the five-year period UCAA will advocate on at least three development issues of importance to self-help groups that Change Agents are working with.

5.1.4. Publishing UCAA Newsletter – UCAA planned to publish four quarterly editions of the UCAA newsletter during 2009 and it did so by publishing the 66th, 67th, 68th and 69th editions of its newsletter. The themes for these editions were on performance of the members of parliament, Will writing as a sure way to minimising family conflicts, women empowerment and the NAADs programme. The Copies of these editions were circulated to UCAA members, UCAA funders, members of parliament, district administrations, relevant central government departments, and other NGOs. UCAA is progressing well in publishing editions of its newsletter in relation to the targets of its five-year strategic plan which stipulates that during the five-year period UCAA will publish 20 quarterly editions of its newsletter. Therefore, at the end of 2009, UCAA had published 4 of the targeted 20 editions.

5.1.5. Maintaining the UCAA Website: www.ucaa.or.ug – UCAA in fulfilment of its five-year strategic plan continues to maintain its website on which information on the work of UCAA, the Change Agents, the groups that the Change Agents are working with is published and through which the views of rural men and women are being accessed worldwide.

5.1.6. Collaboration with Media Houses – In the year 2009 UCAA received media coverage informs of at least 15 photo stories and short stories published in the following national newspapers: Rupiny, Daily Monitor, Orumuri, The New Vision and Etop. During 2009, the work of the Change Agents received mention in at least 71 radio programmes broadcast by various national radio stations.

Television coverage - the UCAA National Delegates Assembly, National Development Forum received wide television coverage on Uganda Broadcasting Corporation (UBC) Television, Nile Broadcasting Services (NBS) and Record Television and the work of UCAA was publicised in two other television programme on UBC Television and Nile Broadcasting Services. In addition, during the year 2009, the work of UCAA was publicised to hundreds of development managers, scholars and government representatives at 35 national conferences at which the UCAA staff members represented UCAA and also made presentations. A detailed UCAA media catalogue is available on request from the UCAA Secretariat in Kampala. UCAA is progressing well in meeting its target in its collaboration with media houses in relation to the targets of its five-year strategic plan which stipulates that during the five-year period UCAA will have its work publicised in at least 20 newspaper articles and at least 350 radio programmes.

5.1.7. Fostering Relations with Local Government – throughout the year, UCAA continued to encourage its branches and DCAAs to participate in national events organised at district and sub county levels in fulfilment of its five-year strategic plan. Therefore in 2009, UCAA branches and DCAAs reported that they had participated in national events held in their respective districts as follows: Tororo DCAA, Wakiso DCAA, Masaka DCAA, Mpigi DCAA and Mayuge Change Agents in Women' Day, Bushenyi, Lira, Kabarole and Soroti Change Agents in the Labour Day, Mbarara Change Agents in the Heroes day, Mbale Change Agents in Trade Fair, Kabarole, Mbale, Bushenyi, Arua and Lira Change Agents in the Independence Day. In addition, during the District Assemblies and Branch visits, UCAA Programme Officers continued to remind and encourage Change Agents to encourage the self-help groups that they are working with to foster formal linkages with their sub-county and district administrations.

5.2. Impact Analysis: UCAA's Success in Stimulating Social Development Processes

UCAA subscribes to the school of thought that social development is a process in which a community or nation mobilises through taxation and manages through their political structures resources required to establish and sustain its own social services such as education, health, transport and communications, water supply, etc. UCAA is convinced that through group action, rural men and women have a better chance of making progress in ensuring that their communities attain social development. UCAA has evidence to show that the Change Agents, for whom UCAA has facilitated a conscientisation process, are in turn doing the same at group level for thousands of rural men and women. These Change Agents are encouraging gender equality and cooperation of rural men and women through participation in self-help groups. UCAA continued to promote its simple gender policy of equal participation for both men and women in all UCAA structures and training activities.

UCAA set the following impact indicators as a means to measure its success in stimulating social development processes during its strategic period of 2009 to 2013 and at the end of 2009 UCAA's progress in achieving these indicators is as follows:

5.2.1. Formation of Associations – That by December 2009 Change Agents will have initiated the formation of at least 35 associations.

During the year 2009, UCAA received reports that Change Agents initiated the formation of 269 associations countrywide. UCAA has met its target in achieving its impact indicator on Change Agents engaged and initiating the formation of associations. By the end of 2009, UCAA had achieved and surpassed its target of Change Agents initiating the formation of at least 35 associations by December 2013. One of the examples of the Association formed in 2009 out of nineteen self help groups is The Catholic Women's Guild Association, Lira. It has a membership of 600 drawn from 19 parishes. This Association of women are quite dedicated in their parishes. Their major activities are: savings and credit as a culture for all, Tailoring and garments cutting, making table cloth, Hotel management, Fish mongering and exchange visit. They reported that other parishes have acquired loans from other agencies to run their activities like poultry, piggery, farming etc. In all the above, they have managed to saved money totalling to Ush 7,000,000/= , they have acquire different skills in running their different income generating activities, dependency thinking in the parishes have been eradicated and members are now mentality of self reliant. They also have money to run their church activities like exchange visit where women from other parishes travel to visit and see what other women are doing. In this kind of visit, the visiting parties buy goods such as sugar, soap, goats, salt etc to take to the host. The association was formed on the initiation of Lillian Ongom, change Agent, Lira.

5.2.2. Linking Poor Rural Women and Men to Service Providers – That during 2009 to 2013 Change Agents link at least 150 self-help groups that they are working with to other service providers

In 2009, UCAA received reports that Change Agents linked at least 827 self-help groups to other service providers. A detailed analysis of the self-help groups that were linked by Change Agents is available on request from the UCAA Secretariat in Kampala. UCAA has achieved its target as stated in its impact indicator on Change Agents linking self-help groups to other service providers. At the end of 2009, UCAA had achieved and surpassed its target of Change Agents linking at least 150 self-help groups that they are working with to other service providers.

5.2.3. Change Agents Voluntarily Working with Self-Help Groups – That During 2009 to 2013 at least 90% of Change Agents will be voluntarily actively engaged with self-help groups.

During the year 2009, UCAA trained Change Agents reported that they were in contact and working with a total of 1,220 self-help development groups that had a total membership of 69,577 of which 39% (27,051) were men and 61.121% (42,526) were women. Indeed, 89% (1,082) of the Change Agents reported that they were actively engaged with self-help groups and that they had assisted these groups to carry out their own group self-evaluations. Therefore, UCAA is progressing well in meeting its target. It is also important to note that many of our Change Agents are actively engaged with self help groups but they don't fill and submit the UCAA monitoring forms. Some of the Change Agents are fully employed by the Government and other Civil Society Organisations and they do not have time to work with self help- groups.

5.2.4. Formal Linkages of Self-Help Groups with Local Administrations – That during 2009 to 2013 at least 30% of the self-help groups that the Change Agents are working with have formal linkages with their respective sub-county administrations and/or their respective district administrations.

By the end of the year 2009, UCAA received reports that 73% (1,382) of the self-help groups that Change Agents are working with are formally registered with their respective district authorities. UCAA is progressing well in meeting its target in ensuring that at least 30% of the Self help groups that the Change Agents are working with have formal linkages with their respective district administration.

5.2.5. Gender Balance in Leadership of Self-Help Groups – That during 2009 to 2013 at least 50% of leaders of the self-help groups that Change Agents are working with will be women.

Throughout the year 2009, of the 12,825 leaders, including chairpersons, secretaries and treasurers, reported by the self-help groups, 60% (7,673) were women. Therefore, UCAA is progressing well in meeting its target in achieving its impact indicator of gender balance in the leaders of self-help groups that Change Agents are working with. Therefore, at the end of 2009, UCAA had achieved and surpassed its target of at least 50% of the leaders of self-help groups that Change Agents are working with are women.

5.2.6. Gender Balance in Education of Children – That during 2009 to 2010 at least 60% of children of the members of self-help groups that Change Agents are working with that are in higher education will be female.

During the year 2009, members of the self-help groups that participated in UCAA impact assessment reported that they were supporting a total of 3,320 children in primary education of which 48% (1,583) were female. They reported that a total of 1,189 children of their members had completed primary school of which 31% (374) were female. They reported that their members were supporting a total of 680 children in secondary school of which 45% (306) were female. UCAA is not progressing well in meeting its target in achieving its impact indicator of female children being supported for ordinary levels of education. The UCAA Programme Officers explain that, in general, this is so because of cultural influence where some parents still prefer to pay school fees for boys than girls. In addition, most girls get pregnant at an early age and some parents give up on their girl children. There are also some religious practices which prohibited girls to be sent to school and instead they are given for marriage. Drop out of girl child is still high due to increasing cost of living. Girls leave school to come and supplement family labour and income generation. UCAA has tried to collaborate with other organisations that are working in the area of advocacy for girl child education, with the view of urging them to campaign to change the negative attitude of not supporting girl children education.

5.2.7. Gender Balance in UCAA's Immediate Beneficiaries – That during 2009 to 2013 50% of all participants on UCAA sponsored courses will be women.

Of the 790 immediate beneficiaries that participated in the training courses (change agent training courses, training of trainers courses, self-reliant participatory development training courses, management training courses and accountancy training courses) that were sponsored by UCAA and its DCAAs in 2009, utilising the external grant funding from its funding partners and DCAAs own income, 51% (406) were female. UCAA is progressing well in meeting its target in achieving its impact indicator of gender balance in participants in UCAA sponsored courses. Therefore, at the end of 2009, UCAA had achieved and surpassed its target of ensuring that 50% of participants in UCAA sponsored training courses are women.

Of the 911 participants in the UCAA decision-making organs (national delegate's assembly, board of directors, officers of district coordinating committees, officers of branches, and the UCAA Secretariat) in 2009, 48% (437) were female. UCAA is making a lot of sensitization and therefore encouraging women to participate in UCAA decision making organs.

6. UCAA's PERSONNEL (FULL-TIME PAID PROFESSIONAL STAFF)

UCAA planned to have a cadre of 23 full-time paid staff members during 2009 to 2013. However, UCAA has a total of 25 staff positions that are approved by its National Delegates Assembly. During the second quarters of the year, there were changes in the UCAA full-time paid staff as follows:

In June, Christine Apio ended her employment with UCAA as Programme Officer for Northern Region, in order to take up employment with Lira District Local Government. In July, UCAA completed the process of recruiting a new Programme Officer for Northern Region.

In December, the employment contract of Gladys Pedun as Advocacy Officer came to an end and following a review of her performance the Board of Directors decided not to renew the employment with UCAA. Therefore, Akallo Dinah, University graduate and a Change Agent was contracted to fill this position.

There were no major changes in the UCAA personnel and by the end of 2009 UCAA had filled 23 of the 23 staff member positions with full-time paid staff members.

7. UCAA's OTHER HUMAN RESOURCES (VOLUNTEERS, CHANGE AGENTS, AND DEVELOPMENT WORKERS)

UCAA also had access to the following trained Change Agents and UCAA members who assisted the UCAA Secretariat in implementing the approved UCAA programmes of 2009.

Full Members - As of 31st December 2009, there were a total of 3,781 living Change Agents and of these Change Agents 49% (1,835) of them were female and 51% (1,946) were male. Of these Change Agents, 62% (1,968) of them were UCAA Full Members. Of these who were Full Members of UCAA, 47% (934) were female and 53% (1,034) were male. Of the UCAA Full Members, 78% (1,544) of them were fully paid up members, after having paid their membership fees (Ush 5,000) to UCAA for 2009. It is worth noting that since the provision of Life Membership was set up, 9% (173) of the Full members have paid Life Membership Fees. Sadly, eight of those who had paid Life Membership have since passed away. The membership of 5 of those that had paid life membership fees was terminated because of their misconduct. At the end of 2009, therefore, there were a total of 165 living Full Members who are Life Members. Of the Life Full Members 52% (82) were female and 48% (83) were male.

Associate Members - By the end of 2009, a total of 172 Community Agents of Change had joined UCAA as Associate Members. Of these, 43% (74) were female and 57% (98) were male. It is worth noting that one of the male Associate Members have paid Life Membership Fees to UCAA.

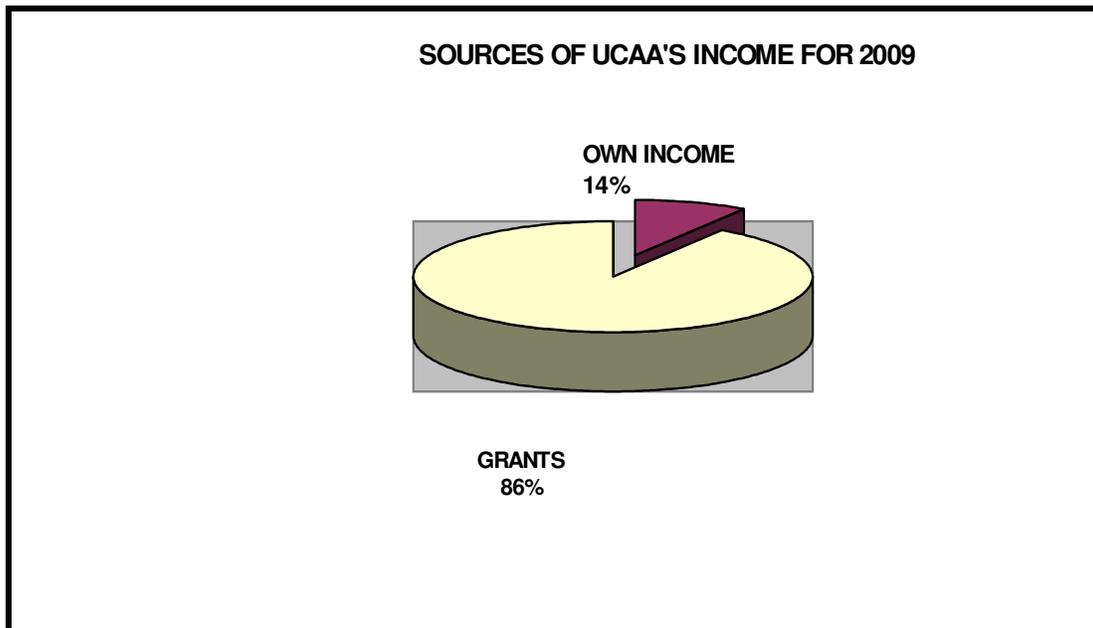
Working Partners - By the end of 2009, UCAA had a total of 87 Individual Working Partners and 7 Institutional Working Partners. Of the individual working partners, 51% (44) were female and 49% (43) were male. It is worth noting that 24 of the Individual Working Partners (16 male and 8 female) have paid Life Membership fees and that 3 of the Institutional Working Partners, Quaker Peace and Service, Concern Worldwide – Katakwi and Enhancement of Universal Primary Education in Kampala (EUPEK) Project have also paid Life Membership fees.

8. UCAA's FINANCIAL RESOURCES

In general, the year 2009 was generally not a good year for our Association. This is because we did not manage to obtain all of the funds that we required for the implementation of all of our plans for the year. We were able to raise 104% (Ush 624,791,103/=) EUR 249,916.44 of our revised budgeted income for the year. In June 2009, after we realised that we could not attain our expected income target of Ush. 931,946,700/=, we adjusted the budget to Ush. 622,741,564/=. In addition we had unspent funds, Ush. 21,273,269/= which was carried forward to 2009. This brought our total income to Ush. 646,064,372/=, EUR 258,425.

8.1. Expenditure – UCAA's total annual expenditure for the year 2009 was Ush 741,063,024/= (EUR 296,425) against a budget of Ush 806,665,100/= (EUR 322,666). Of note is that 11.5% (Ush 85,270,226/=) EUR 34,108 of the annual expenditure was on capital expenses for the purchase of the following fixed assets: a vehicle, Canon photocopier and a Laser jet printer.

8.2. UCAA's Own Income – During 2009, UCAA generated own income totalling Ush 88,712,808/= (EUR 35,485) against an annual budget of Ush 65,390,000/= (EUR 26,156). This income was generated from net income from contracts and consultancies that UCAA undertook, profits on sales of UCAA training materials and items, training fees, membership fees, participation fees, local donations, advertising income, rent of shops, hire of UCAA equipment and vehicles, interest income, sale of fixed assets. Therefore, in 2009, UCAA contributed to its own total income, Ush 88,712,808/= (EUR 26,156), which was 14% of the total income that covered its annual expenses for 2009 as compared to 9% in 2008. A detailed breakdown of UCAA's own income is contained on page 4 of UCAA's Audited Financial Statements for the year ended 31st December 2009 that was prepared by UCAA's external auditors, Carr Stanyer Sims & Co., which UCAA will send together with this report to all its funding partners.



8.3. External Grant Funding – UCAA is indebted to all our funders: ICCO - Netherlands, HIVOS - Netherlands, Danish Church Aid - Denmark, Bread for the World – Germany and Finnish Church Aid – Finland who together granted UCAA a total of Ush 536,078,295/= (EUR 214,431) for our programmes in the year 2009. This was against our previous annual budget for external grant funding of Ush 716,558,000/= (EUR 286,623) which was later revised to Ush. 536,078,295/= (EUR 214,431), on realising that we would not attain our targeted income. Therefore, in 2009, our funding partners contributed 86% of the total income that covered UCAA's annual expenses for 2009.

A detailed breakdown of external grant funding is contained on page 12 of UCAA's Audited Financial Statements for the year ended 31st December 2009 that was prepared by UCAA's external auditors, Carr Stanyer Sims & Co., which UCAA will send together with this report to all its funding partners.

8.4. UCAA Reserve Funds – UCAA appreciates that, because of the nature of our work and of our target group, it is quite unlikely that UCAA can ever become financially self-sufficient. UCAA will continue to require external financial assistance in the long term. Since the Government of Uganda has the burden of servicing a high external debt and does not have the culture of providing NGOs with funding, UCAA, like most Ugandan NGOs, will continue to be dependent on external grant funding. However, UCAA is putting in efforts to diversify its funding base and to build reserve funds from our own internally generated income. We are struggling to build up the necessary reserves from our own income that can be invested meaningfully without interfering with the implementation of UCAA programmes. In 2009, progress was made as follows:

8.4.1. Programme Fund: At the end of 2008, the unrestricted UCAA Programme Fund had accumulated to Ush 123,674,152/= (approximately EUR 49,470) from the accumulated surplus of UCAA income from the previous years. At the end of 2009, the UCAA Programme Fund was valued at Ush 40,660,260/= (approximately EUR 16,264).

8.4.2. Endowment Fund: At the end of 2008, this fund which is composed of funds that UCAA has set aside for investment had grown to Ush 1,034,737/= (approximately EUR 414). During 2009, UCAA invested funds in a Uganda shilling interest earning fixed deposit account with Centenary Rural Development Bank earning UCAA total interest income of Ush 1,289,245/= (EUR 516).

8.4.3. Publicity (Chairperson's) Fund: This is a small fund to which members of the UCAA Board of Directors make monthly contributions during their meetings. These funds are set aside for the Board to utilise for publicity activities at their discretion. At the end of 2008, this fund was valued at Ush 211,000/= (approximately EUR 84). During 2009, the UCAA Board of Directors made contributions to this fund increasing it to Ush 435,000/= approximately EUR 174.

8.4.4. Life Membership Fund: At the end of 2009, this fund, which is composed of life member fees paid by UCAA members, had grown to Ush 7,794,294/= (EUR 3,118).

8.4.5. Staff Gratuity Fund: UCAA has a staff policy that empowers the UCAA Board of Directors to give gratuity payments to staff members leaving UCAA after having successfully fulfilled their employment contracts. UCAA, therefore, is setting aside funds in the event that the Board of Directors choose to give a gratuity payment to a departing staff member. At the end of 2008, this fund had accumulated to Ush 6,982,080/= (EUR 2,793). During the year 2009, UCAA made additions of Ush 1,806,858/= (EUR 723) to the gratuity fund to reflect the period of service for each staff member, therefore, increasing this fund to Ush 8,788,938/= (approximately EUR 3,516).

However, due to the big income deficit that UCAA faced after it never achieved its planned income target, the Board of Directors authorised the use of these funds in order to carry out the planned UCAA activities. These funds are to be replaced during 2010.

9. UCAA BUILDINGS AND LAND

UCAA continues to own and maintain Change Agent House located on Plot 30 Rashid Khamis Road in Kampala in which the UCAA Secretariat and the UCAA Central Region Offices are housed. UCAA leased Plot 30 Rashid Khamis Road for 49 years effective 1st January 2002. In addition, UCAA continues to sub-lease a plot of land (12m x 12 m) from the Uganda National Farmers Federation on which another Change Agent House is built at the Agriculture Show Ground in Jinja. At the end of 2009, the UCAA auditors valued the UCAA land and buildings at a book value of Ush 112,319,085/= (EUR 44,928). UCAA continues to rent offices in Arua for its West Nile Region Office, Lira for its Northern Region Office, Mbale for its Eastern Region Office, Fort Portal for its Western Region Office and Mbarara for its South-Western Region Office.

10. OTHER FIXED ASSETS

By the end of 2009, UCAA owned Four Toyota Hilux Four Wheel Drive Double-Cabin Pick-ups that it utilises for the implementation of its countrywide programmes. The fourth vehicle, a double cabin pick – up, at the authorisation of the UCAA Board of Directors was purchased in January 2009. At the end of 2009, the UCAA auditors valued these motor vehicles at a book value of Ush 108,187,957/=

(approximately EUR 43,275). UCAA owns an assortment of computers and computer accessories that its officers are utilising in the implementation of its programmes. At the end of 2009, the UCAA auditors valued the UCAA computers and accessories at a book value of Ush 13,490,110/= (EUR 5,396). UCAA also owns an assortment of office furniture, office equipment and training equipment that it utilises in the implementation of its programmes. At the end of 2009, the UCAA auditors valued this furniture and equipment at a book value of Ush 21,272,742/= (EUR 8,509).

11. MONITORING AND EVALUATION

11.1. Programme Internal Monitoring: In 2009, UCAA circulated its two internal monitoring tools as follows: Change Agent Census Form to all trained change agents to complete and return to UCAA, and the Group Self-Evaluation Report Form (GSE Form) to groups that change agents are working with to fill and return to UCAA. A total of 1,190 (31%) of the 3,781 Change Agents living in Uganda completed and returned Census Forms to UCAA during 2009. Similarly, a total of 2,114 (38%) of the 5,600 groups registered with UCAA completed and returned GSE Forms to UCAA. Indeed, the impact analyses contained in this report are based on the data from these forms that were completed and returned to UCAA.

11.2. Programme External Impact Assessment: During the year, the UCAA contracted External Field Assessors (EFAs) carried out their fifth annual assessment visits to the ---25 groups that UCAA selected and the External Field Assessors first visited during 2005. In addition, the UCAA contracted EFAs carried out their fourth annual assessment visits to the --44 groups that UCAA selected and the External Field Assessors first visited during 2006. In addition, UCAA contracted External Field Assessors carried out their third annual assessment visits to another 29 groups that Change Agents who were trained during 2007 CAT Courses are working with. Indeed, some of the data generated from these assessments is utilised in the impact analyses contained in previous sections of this report. The list of the contracted EFAs is available on request from the UCAA Secretariat in Kampala.

12. CONCLUSION

UCAA is satisfied that during 2009, together with our development partners we made progress in our efforts towards the achievement of our mission of poor rural men and women able to initiate, manage and sustain their own self-reliant social, political, and economic development processes; and vision of standards of living in households of poor rural men and women improved through the self-reliant participatory efforts of members of these households. UCAA recognises the invaluable efforts of our volunteer change agents countrywide, who continue to invest their time and other resources in facilitating processes that are empowering rural men and women at the grassroots. Without those committed rural men and women and all those men and women who are working hard to bring themselves out of poverty UCAA would have no reason to exist.

Above all, we would like to thank our funding partners for their continued valuable financial support, without which UCAA would not be able to carry out our programmes. UCAA is also indebted to our funding partners for their moral support that provides us with the motivation to go on.

We are also grateful to the relevant government departments and other development agents who are supportive of our work.

Lucy Akello Ayena
UCAA Executive Director