

## 1. EXECUTIVE SUMMARY

UCAA has continued to enhance the capacity of rural men and women in Uganda and it is widely recognised by the communities, nationally and internationally for its contribution to the economic, social and political transformation of the people at the grassroots. I am therefore very delighted to share with you our Annual Report for 2011 which details the activities carried out by Uganda Change Agent Association (UCAA).

2011 was the third 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, the year 2011 was an exciting and a challenging year for us at Uganda Change Agent Association (UCAA). It was a year of financial hardship but after revisiting our plan, we managed to conduct most of our activities. During the year, UCAA midterm evaluation of its five year strategic plan for 2009 to 2013 was carried out that was aimed at making us a more effective, responsive and development focused countrywide association. We are in the process of implementing the recommendations.

We facilitated processes that are enabling poor rural men and women adopt the culture of saving, invest in viable income generating activities, mobilise social capital through active participation in self help development groups, participate in leadership and decision making processes in their communities, and improve their knowledge, attitudes and practices with regards to gender issues.

The membership continued to grow as more change Agents graduated and as more development partners appreciated the work of UCAA.

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 funding partners continued to show confidence and trust in the work of UCAA through their generous financial support and moral encouragement to UCAA.

UCAA is also grateful to the relevant government departments and other development agents who are supportive of its work.

UCAA faced challenges that had the potential of impacting negatively on its work, in form of high levels of illiteracy among Ugandans, inflation, political influence and corruption. However, UCAA is satisfied that its work and that of the Change Agents countrywide is impacting positively on the lives of thousands of rural men and women, their families, communities and our nation, Uganda.

Christopher Byaruhanga  
Chairperson, UCAA

## **2. INTRODUCTION**

The year 2011 was the third year of the Uganda Change Agent Association (UCAA) five- year strategic plan for 2009-2013. This report, therefore, covers the period from January to December 2011 and also attempts to analyse UCAA progress so far in achieving the set objectives of the current strategic plan.

It is worth noting that UCAA's 55 District Change Agent Associations (DCAAs) and the 230 UCAA's 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 2012.

This report is prepared by the Executive Director in close consultation with the Programme Director, programme officers and other members of staff. A summarised version of this report was approved by UCAA Board of Directors during their meeting of 14<sup>th</sup> January 2012 and 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 on 28<sup>th</sup> April 2012 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](http://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 and it is UCAA's mission that poor rural men and women are able to initiate and sustain their own self-reliant economic development processes. Therefore, in 2011 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 to Stimulate Economic Development processes**

**3.1.1. Change Agent Training (CAT) Courses** – UCAA planned to conduct 9 CAT Courses to train at least 200 Change Agents during 2011. Four out of the planned 9 CAT Courses were successfully conducted in the districts of Arua, Moroto, Kyenjojo and Bushenyi, training a total of 92 community leaders (40 female and 52 male) as rural development workers (Change Agents). In consideration of UCAA's 2011 income budget deficit, the Board of Directors decided that UCAA should not conduct the 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.

**3.1.2. Training of Trainers (TOT) Course** - UCAA planned to conduct one course to train at least 20 Trainers of Trainers during 2011. This course was not conducted because UCAA did not realise adequate funding and the Board of Directors decided to postpone this course until such a time when funding is available. Besides, the Board also realised that UCAA had enough facilitators who could facilitate its training programme in the Ugandan languages and therefore, there was no immediate need to train more.

Therefore, by the end of 2011, a total of 408 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 2011, a total of 398 Ugandan Trainers of Change Agents had been trained. Sadly, 26 of the Ugandan Trainers have since passed away. Four 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 267 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, Ngakarimojong, Rukiga, Runyankole, Runyoro and Rutooro.

**3.1.3. Management Training Courses for Community Leaders** – UCAA planned to conduct 9 management training courses for the members of self help groups that the change agents are working with in 2011. Four courses were conducted in the districts of Arua, Moroto (Napak), Kyenjojo and Bushenyi that trained a total of 92 (52 male and 40 female) community leaders to enable them manage their self help groups, branch and community work well. Therefore, at the end of 2011, UCAA had successfully conducted 20 of the planned 45 courses training 348 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.

**3.1.4. Basic Accounting Training Courses for Community Leaders** – UCAA planned to conduct 9 Accountancy training courses for members of self help groups that the change agents are working with in 2011. Four courses were conducted in the districts of Arua, Moroto (Napak), Kyenjojo and Bushenyi that trained a total of 89(50 men and 39 women). UCAA also encourages its branches and DCCs to mobilise funding and to sponsor accountancy training courses for the members of the self help groups that they are working with. In 2011, Luwero DCAA successfully conducted one basic accounting Training Course that trained a total of 30 community leaders (28 female and 2 male). These courses cover 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. Therefore, at the end of 2011, UCAA had successfully conducted 24 of the planned 45 courses training 745 of the targeted 900 community leaders.

**3.1.5. Modular Tailor Made Training Courses and consultancies** – UCAA received requests for sponsorship of tailor made training courses and consultancies which were conducted for the staff members of African Centre for Treatment and Rehabilitation of Torture Victims(ACTV). The training was

mainly centred on self reliant participatory development model. UCAA also received requests from and conducted trainings for Uganda martyrs University students and Embergo consultants. UCAA was contracted by National NGO Forum to recruit and train 60 volunteers for Uwezo to carry out an assessment on learning in primary schools in Kasese district, Western Uganda which was done. UCAA is Uwezo Uganda partner institution. Uwezo project is being hosted in Uganda by National NGO Forum.

The training provided by UCAA as mentioned above handles behaviour or mentality of the individual, including dependency thinking, insufficient awareness, insufficient skills and knowledge, lack of cooperation, misdirected priorities and development of a savings and investment culture.

### **3.1.5. Report on give a goat project**

Separate funds that UCAA received from DCA for the give a goat project was to benefit members in the four districts of Katakwi, Amuria, Moroto and Nakapiripirit. In November 2010, DCA provided funds to UCAA for this Project for eight groups that are located in the four districts (two groups per District).

UCAA started the implementation of the project in the 2<sup>nd</sup> quarter of 2011 in Mororto District. Nyamore Enterprises was contracted to buy 118 goats for Mwaharubahin group in Kangole and Bokora West Savings and Credit Association in Matany, both in Mororto District. These groups have membership of 33 members and 26 respectively including the change agents.

Each of the group members of Mwaharubahin got two goats but only three members in Bokora got two goats each and the rest got a goat each due to the limited supply of goats as a result of the Quarantine that was there by then.

This project is still ongoing and the rest of the groups that have not yet received the goats will be given in the course of time

A field visit by the Programme Officer to Mwaharubahin group in November 2011 revealed that a few goats had died as a result of temperature change. November was such a rainy month and temperatures fell so low that some goats could not cope.

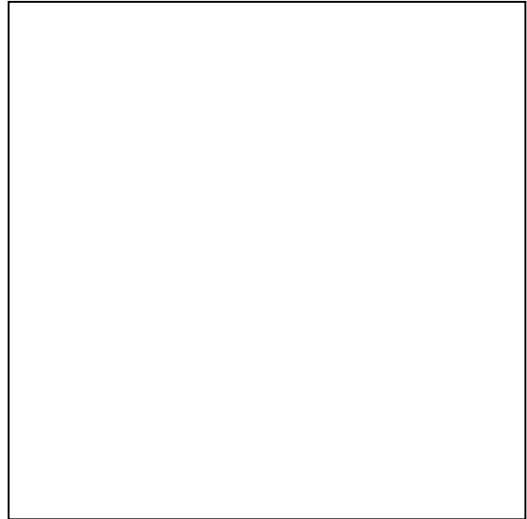
However, on the whole the goats had multiplied and most members were already benefitting as they were able to get some milk.

We therefore anticipate that the aims and objectives of the project will be achieved, that is economic empowerment of the beneficiaries, improved nutrition and social well being.

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

The work of UCAA can be justified by one of the premises that if poor men and women adopt the culture of saving and are able to invest in viable income generating activities, then they will engage in stimulating economic development processes that will improve their livelihoods. The training courses described above in this section is intended to provide them with those skills and knowledge. The work of UCAA, therefore, through training, is to provide poor rural men and women with relevant skills and knowledge to be able to save and invest in viable income generating activities.

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 2011 UCAA's progress in achieving these indicators is as follows:



*Note: This statistical analysis is based on voluntarily submitted reports from the self-help groups that UCAA trained Change Agents are working with. According to the report collected in 2010, there were 1,399 new self- help development groups trained and supported by Change Agents. In 2011, also according to the report collected, there were 991 new self – help development groups trained and supported by Change Agents.*

The drop in the number of new self help development trained and supported by Change Agents and other indicators could be as a result of fewer Change Agents reporting in 2011 because UCAA did not conduct some of the planned District Programme Review Meetings where the reports (forms) are normally collected.

#### **3.2.1. Operational Savings Schemes – That by December 2011 at least 75% of the self-help groups that Change Agents are working with have their own internal operational savings schemes.**

In 2011, of the 1,816 self help groups that submitted reports to UCAA, 80 % ( 1,456) of them reported that they had their own internal operational savings schemes.

In 2010, according to the reports there were 1,399 new groups reported out of the total of 1,707 operating savings schemes (VSLA). This reflected a total percentage of 82. In 2011, 991 new self help development groups were reported out of 1,456 were operating a saving scheme (VSLA). This reflected a total percentage of 68.

With these savings, members reported an improved standard of living. They also reported that they have reinvested the savings in income generating activities that have also increased their incomes. They were able to build better housing facilities, take their children to better schools and could afford medical bills. They too reported reduced levels of starvation as they could afford balanced diet of more than one meal a day!

Their social status have improved in the community and this can be witnessed from the fact that their opinions are normally sought when the communities are faced with some challenges like say how to run a school better, leadership in churches, Health units etc. They have also reported that sometimes members of the community borrow from these groups who have saved. In most cases, say when a community member is sick and needed a major operation and there is no immediate financial institution where they can borrow money from, they have stepped in to cover this gap.

***Strengthening the community member's capacity to live a better life***

Driciru Leah is a member of Amabe Village Savings and Loan Association (VSLA) which was mobilized by Onukua Dison, Change Agent of Terego Branch Arua District. She is a mother of six children and she joined this group in 2008. After joining this group, she was able to initiate a number of income generating activities like produce marketing, retail trade and as well as crop production from where she was able to earn a net income of Ush.1,200,000 per annum.

With the income earned from the above businesses, she and her husband were able to provide for their family quite more easily than before they joined the group. In fact, she recently bought a bicycle for her family using the dividends she got from the group worth 229,750/= and also bought some goats and utensils.

Driciru attributes all these developments to Onukua Dison, a Change Agent for pulling her in her rural setting and imparting the knowledge of income generating activities during his trainings to improve the quality of their family life. She above all thanked UCAA for its unique methodology of self reliance which in her lifetime no NGO or Government has provided.

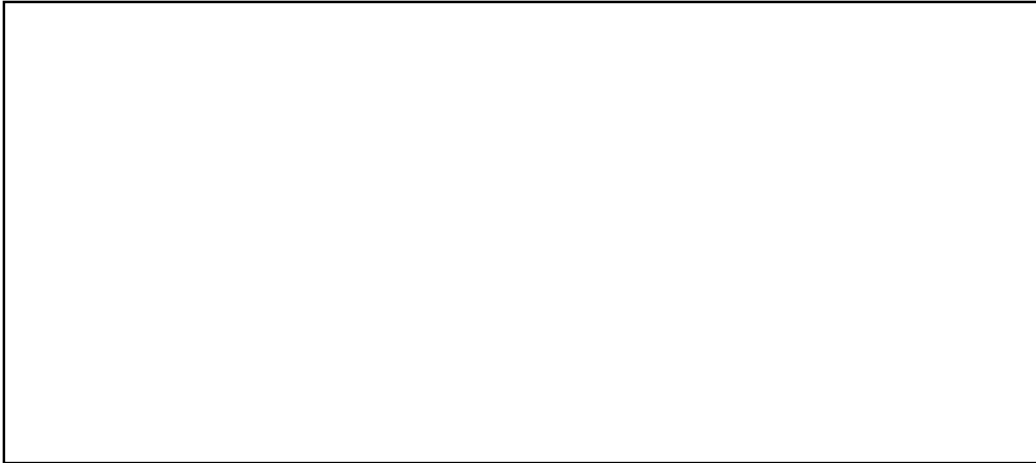


**3.2.2. Operational Credit Schemes – That by December 2011 at least 65% of the self-help groups that Change Agents are working with have their own internal operational credit schemes.**

By the end of 2011, of the 1,816 of the self-help groups reporting 70 %( 1,265) of them reported that they had their own internal operational credit schemes.

In 2010, 1,349 out of 1,399 new self- help development groups trained and supported by Change Agents were operating credit schemes. This reflected a total percentage of 96. In 2011, 991 out of 1,265 new self-help development groups trained and supported by Change Agents were operating credit schemes. This reflected a total percentage of 78.

Members of the self help groups reported that because of low interest rates, they were able to pull customer from some microfinance institutions that charge exorbitant rates. Members reported that as a result, it reduced incidences of property being confiscated to pay back the loans that people fail to pay. This has been consolidated by the fact that bank of Uganda has hiked interest rates on loans. Most people have found it comfortable to borrow from groups than go to formal institutions. UCAA is progressing well in achieving its impact indicator on internal credit schemes (VSLA).



**3.2.3. Poor Rural Women and Men Engaged in Income Generation – That by December 2011 at least 50% of members of self-help groups that Change Agents are working with have their own viable income generating activities.**

Of the 52,117 members that were reported by the 1,816 self – help groups reporting in 2011, 67 %( 1,244) of them reported that they had their own viable income generating activities.

In 2010, 22,384 (68%) of the 33,038 members of the self help groups trained and supported by Change Agents were engaged in income generating activities. Similarly, in 2011 28,739 (82%) out of 34,811 self – help group members were trained and supported by Change Agents were engaged in income generating activities.

Some of the income generating activities that members of the self-help groups are engaged in include: peasant farming, fishing, tailoring, retail trade, handcraft, brick making, bakery, goat rearing, poultry and carpentry.

These members of self-help groups reported that these income generating activities have resulted in them having income for self sustenance, capital for re-investment, and they have created employment opportunities to other people as well who work as casual labours in their enterprises and farms.

UCAA is progressing well in meeting its target of 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, in 2010, of the 68,908 of the members reporting 52% were also engaged in income generation and in 2011, of the 52,117 of the members reporting 67% were engaged in income generation.

**3.2.4. Change Agents Engaged in Income Generation – That by December 2011 at least 80% of Change Agents have their own viable income generating activities.**

By the end of 2011, of the 980 change agents that submitted census forms, 96 %( 943) of them reported that they had their own viable income generating activities.

Similarly in 2011, most of the change agents reported engaging in income generating activities, such as citrus fruit growing, poultry farming, piggery, goat rearing, peasant farming, brick making, tailoring, trading in produce, consultancy and training services and some operate drug shops and retail trading.

Most of the change agents have reported that they were able to send their children to high institutions of learning on private sponsorship, improved self esteem of both the change agents and their families as they could dress better and feed better, also attend better medical facilities. In addition, most of them have reported that they no longer queue at the public medical facilities but now attend private clinics. UCAA is progressing well in achieving its impact indicator on Change Agents engaged in income generation.

***Transforming the lives of rural women and men***

Kyokunda was trained as a change agent in Bushenyi in 1999 and became a member of Uganda Change Agent Association Bunyaruguru East branch, Bushenyi District (Rubirizi). She is a trained facilitator and currently the District Woman councillor for Rubirizi town council and Magambo Sub County, at the same time District Women Council Chairperson.

Kyokunda has this to say: “the change agent training especially the Self Reliant Participatory Development Methodology has enabled me to acquire skills such as Facilitation, Book Keeping and communication which have helped me to facilitate a number of trainings within my locality. Book Keeping helped me to be elected to the Board of a Finance Trust as the Chairperson Human Resource committee. The finance trust was initiated by Honourable Mary Karoro Minister for Information and National Guidance.

I started several projects in my home which included Piggery and Poultry. I initiated a savings and Credit Scheme into my parent organization-Bunyaruguru Community Based Trainers Association (BUCOBATA). With Skills from the UCAA training, together with my group members, we won projects funded by French Embassy in Uganda, UNDP, and Swiss ledge of Catholic Women. Out of their funding I was able to reach many people through trainings. I am respected in my area as a woman Leader and I attribute this to the Change Agent training.

My income has improved as a result of the income generating activities which I started, my children have accessed education. At the moment I have 1 child who completed Diploma in Business administration, another on Bachelor of Development Studies in Ankole University, another in senior six, and one, a senior four leaver and another in Senior two. I am also paying school fees of two of my dependants, one in senior one and another in Primary five.

The project has enabled me have improved Nutrition and provision of Manure for my banana Plantation.

I thank Uganda Change Agent Association, our donors of UCAA and those funding BUCOBATA for their Contribution towards my transformation which has in turn led to community transformation as well.





Kyokunda Clemensia demonstrates how an artificial mushroom garden is prepared. Change Agent training has transformed her life from a rural woman to a public figure.

***Viable income generation for improved livelihoods***

With much pleasure, Wanyaera John Patrick of Bubulo County, Mbale district is happy to be a change agent because of the Change Agent training and the methodology; I have done a lot especially with regard to Self Reliant Participatory development. As soon as I finished the training, I started a piggery Project, in which I am earning a living.

It was a very humble beginning but now I supply most of the pork joints in Bubulo with pigs! Besides, I also trade in piglets because I cannot keep all of them. One female pig (sow), gives me 12 piglets per season which I sell at 30,000/= Uganda shillings per piglet. Therefore  $12 \times 30,000/=$  gives me 360,000/= . So if I multiply it 3 times in a year it gives me 1,080,000/= . This helps me pay school fees for my children in higher education level. This project has been so marketable since its meat (pork) is soft that makes it to

be enjoyed by most people. Thank you UCAA for equipping me with the knowledge of self reliance which has helped me so much.

**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.**

During the year 2011, of the 1,816 self-help groups reporting, 69 %( 1,244) of them reported that they had paid cash dividends to their members. They reported having paid cash dividends of Uganda shillings 1,060,340,000/=. The dividends that group members share are a motivation to them and this encourages them to continue being in the groups thus tapping benefits of group membership.

Members reported that the dividend is used as capital for investment and also helps them to meet their basic needs especially at the end of the year which coincides with festivities of Christmas, New Year and children at home for holidays. Change Agents and members of the self help groups that they are working with have reported that the dividends have helped them reduce conflict related to inability to provide for the family.



***IT'S REAL, IT TRANSFORMED US!***

Aleper Peter of UCAA Bokora East Branch (Moroto district)

This is one of the interviews we had with a change Agent far off in the North Eastern District of Moroto. It is reported verbatim.

“I was trained in 1991 at Nakaloke, but before the training, I was not able to manage my family because I used not to share my income with them. Even then, the small income I used to get was only for drinking.

At that time, I was so poor that I could not educate my children and I had a very small house as shelter for the entire family.

But after the Change Agent Training, I changed my attitude to start sharing the little income I could get. Fortunately, I got a job with Lutheran World Federation from 1991-1998. During that time the Change Agent Training had taught me on savings and investment. Indeed I saved some money from my employment that I later invested in buying and selling produce, and in brewing local beer.

This helped me put up an extension Building which is now accommodating my family comfortably. I have been able to take my children to school (Two are in Secondary school and four in primary). It has also helped me meet medical expenses, clothing, cooking utensils, and feed my family fairly well. I also took one of my sons to a driving school and he is now a driver!

Currently, I am the Chairperson LC1 of Lopida B cell Napak District- Kangole Town, and I was elected unopposed. In fact, other LC's come to consult me on how to go about with leadership and solving problems among the community.

Apart from this individual benefit, I am also working with six groups with about 150 members that are doing savings and credit. They lend money to members with 10% interest per month. The members of these groups have been able to save and borrow money which they invest in viable Income generating activities which have enabled them to meet their basic needs such as meeting medical bills, taking their children to school, have proper diet and clothing. One thing that should be noted is that this groups at the end of the cycle share dividends and also withdraw their saving to invest on the activities that they feel can profit them. This is also a time of celebration of their success.

I therefore thank Uganda Change Agent Association for having trained me or else I would still be in darkness. Long Live the Change Agent Training”!

### **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 situation in Uganda continued to permit and encourage independent group development activities. 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. Inflation-** This raised the cost of living which was not favourable for group members (self-help groups) and change agents. Members reported a reduction in their savings as a result of inflation. Investment also reduced as some shops abandoned the sale of some commodities like sugar which is an essential need. Generally there was an economic depression that affected most of the self help groups and change agents. UCAA continued to sensitise change agents and members of the self help groups on misdirected priorities and advise members to only spend on basic needs.

**3.3.2. Corruption** – This has continued to be a burden with Uganda ranked as one of the most corrupt countries in the world and now with the executive wing also highly implicated in corruption; this has a trickle down effects to the different local government departments which affects service delivery.

This is a problem to UCAA because UCAA preaches transparency and accountability that most local governments and other development agencies are not able to practice. As a result, most change agents have lost on some contracts that they formally had, and sometimes other local governments are reluctant to involve them in their activities and also register them because they do not give kick backs.

UCAA continued to encourage change agents to attend local government planning meetings in order to access information in order to be able to monitor the implementation of government programs and projects and other development agencies implementing projects in their areas.

## **4. STIMULATING POLITICAL DEVELOPMENT IN RURAL AREAS OF UGANDA**

UCAA's mission is 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.

Therefore, the following activities were carried out in order to ensure 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 and before the National Delegates Assembly UCAA held 55 District Assemblies. The attendance at these assemblies was 1,483 participants, of which 665% (966) were UCAA Full members (change agents) 10% (144) were UCAA Associate members (Community Agents of change), 4% (54) were UCAA Working Partners and 22% (319) were guests. 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 them at the National Delegates Assembly. UCAA had progressed well in conducting district assemblies in relation to the targets of its five-year strategic plan, which stipulates that during the five-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 five 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 its National Delegates Assembly on Saturday, 30<sup>th</sup> April 2011. Attendance at this Assembly was 131 participants including 101 district delegates, 16 guests and 14 UCAA staff members. In addition, 4 Journalists from six media houses provided press coverage for the assembly. The National Delegates Assembly elected a new Board of Directors, and approved the UCAA annual reports for 2011 and UCAA plans and budgets for 2012. Details of the proceedings and resolutions of this assembly are included in the minutes of this assembly are available on request from the UCAA Secretariat.. 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** – UCAA planned to hold bi-monthly meetings of the Board of Directors in accordance with the UCAA Constitution and these meetings were successfully held. During these meetings, the Secretariat presented to the Board progress reports on membership, fundraising, programme, finances, personnel and advocacy. UCAA Mid-term evaluation report for 2009 to 2013 strategic plan was also presented and thoroughly discussed and resolutions were made by the Board. The Board of Directors, particularly the Treasurers, inspected and carried out bi-monthly internal audits of six sets of UCAA Regional Accounts and the UCAA National Accounts. As expected, 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 bi-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 September UCAA held a two-day planning seminar (using the Logical Framework Analysis) and budgeting seminar for the year 2012. During the seminar, UCAA midterm draft evaluation report for its five year strategic plan 2009 to 2013 was also shared with the participants. The outcomes from this planning seminar were used to develop UCAA detailed activity plan and budgets for the year 2012. The attendance at this seminar was 26 participants, including the 9 UCAA Board members, seven other Change Agent Regional Representatives and 10 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 visits** - Coordination between the National Association and the members/branches/DCAA continued as planned through branch visits (one per district per year). By the end of December, UCAA had conducted the Branch visits, one for each of the 225 registered UCAA branches. The 225 meetings brought together the UCAA Programme Officers, and 2,068 UCAA branch and DCAA representatives (970 female and 1,098 male). These visits are useful in encouraging the Change Agents to continue working with their groups on a voluntary basis. It also gives Change Agents opportunity to discuss their success and challenges, plans with UCAA Programme officers. Therefore, 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** – UCAA planned to conduct Programme Review meetings with its branches and DCAAs. During the second quarter of the year, instead of the second Branch visit, UCAA Programme Officers carried out visits to 34 of the 56 UCAA constitutional districts at a time. These meetings were attended by 171 participants. In some of the districts where UCAA was unable to conduct the DPRMs, the Programme Officers decided to use the contact change agents to collect reports from those districts. These visits and the reports collected were instrumental in generating data that UCAA intends to utilise in developing strategies intended to strengthen the effectiveness of its branches and DCAAs in general.

**4.1.7. Practical Leadership Training** – UCAA is ensuring that all the trainees at all the Change Agent Training Courses described in the previous section have the opportunity to practice holding the leadership position of Chairperson, Secretary and timekeeper. UCAA is also ensuring that UCAA sponsored courses are 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 Major District meetings** – The UCAA Programme officers and other programme staff are actively encouraging the UCAA branches and DCAAs to participate in the major district meetings of their respective sub-counties and district administrations. By the end of the year, UCAA had received reports that at least 35 of its branches and 24 % ( 13) of its 55 registered DCAAs had participated in various meetings of their respective sub-county and district administrations. Some of these meetings include planning and budgeting meetings, health, water, education and other development projects. 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 Information Education communication (IEC) Materials** – In 2011, as one of the ways of creating awareness, UCAA accessed and distributed the following documents and materials to members: simplified court users guide, What is NAADs?, Court users guide issue number 2, A training guide to build the capacities of duty bearers to prevent and manage gender based violence, A documentation on the women's emancipation movement in Uganda, Stopping gender based violent with budgets, Politics for a purpose: Change the face of Uganda's politics 2011 and beyond, The silenced voices of women in the 2011 Uganda elections, protecting the children securing the future, Ngikisila no a lupok- UDN publication in Ngakarimojong, From humble beginning to a force to reckon with, publication from UWONET, Members hand book from NGO forum, Monitoring implementation of UNSCR in Uganda by CEWIGO, Children's memorandum presented to members of parliament, among others. 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 one National Development Forum during 2011 on the topic "High population growth rate is the major cause of land conflict in Uganda". How far true is this statement? Unfortunately, this was not done due to the walk to work demonstration which turned violent on the day of the national development forum.

**4.1.11. Registration of DCAAs with District Administrations** - UCAA planned to ensure that the respective District Change Agent Associations and branches formally register with their District

Administrations so that the DCAAs can be recognised and also participate in the district programs. UCAA continues to subsidise the required registration fees. By the end of December, UCAA had received confirmed reports that 71 % ( 39) of UCAA's 55 DCAAs are registered with their respective District Administration. Some of the DCAA's that are registered were recognised by the local government authorities by inviting them to participate in various government programme planning meetings and some were awarded service contracts by their districts administrations to provide training to rural men and women in various aspects under government projects. 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)** – Each of the DCAAs has a DCC composed of at least one representative per branch of the 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 at least four meetings per year per DCC and it is doing so. UCAA is not progressing well in achieving 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 2011, -- 49% (27) of the 55 DCCs held a maximum of four to ten meetings. Most of the DCCs only held a maximum of two to three meetings in 2010 which were paid for by UCAA. Members reported that they were unable to meet on a quarterly basis as planned because of the increase in the transport costs as a result of inflation.

**4.1.13. District Sign Posts** – UCAA is encouraging its DCAAs to put up signposts providing their contact information. By the end of December, UCAA had received confirmed reports that 78 % ( 43) of UCAA's 55 DCAAs had put up signposts. The DCAAs without sign boards will be encouraged to put up one during the year 2012.

**4.1.14. Development Forums** – UCAA planned to encourage its DCAAs and branches to hold development forums at district, sub-county and small group levels. By the end of 2011, UCAA had received confirmed reports that Kiboga District Change Agent Association had conducted twelve district development forums, Kiboga Town branch one small group development forum, Bututumula branch(Luwero) two small group development forums, Budadiri west branch(Sironko) two small group development forums, Kabale DCC one district development forum, Kabale Town branch three small group development forums, Soroti district change agent association two district development forums and Kasilo branch(Soroti) one small group development forum. All were self- sponsored development forums. The topic for discussion at these forums are selected according to the issues affecting rural men and women in that particular community like land, gender based violence, poor school performance, oil exploration, child abuse, income generation, group dynamic, corruption and improved methods of farming. 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 and the association as well.

**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 39,202,794/= reported DCAAs income, only 52% (20,203,450/=) was reported to have been provided by UCAA. The remaining, 48% (18,999,344/=) 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**

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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 2010 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).**

By the end of 2011, of the 980 Change agents reporting, 26 % ( 285) reported that they were elected councillors. It should be noted that of the change agents that are elected councillors 147 are female and 138 are male. The drop in the political participation indicators could be as a result of fewer Change Agents reporting in 2011 because UCAA did not conduct some of the planned District Programme Review Meetings where the reports (forms) are normally collected.

In addition to being elected as Local Councillors, the change agent were also elected in other leadership positions such as parish development committees, group leaders, school management committees, project management committees, NGOs management committees, Ugandan Parliament and UCAA decision making organs. These Change Agents and other beneficiaries of UCAA training programs are effectively performing their duties in their respective positions using the knowledge and skills acquired from change agent training(CAT), Management training, Basic accounting training and other leadership trainings.

Worth noting is that Change Agents have climbed to the level of Members of Parliament, Residence District Commissioners and LCV. For example Honourable Winnie Kiiza, Chief Whip of the opposition in the Ugandan Parliament and is a woman representative of Kasese district, Honourable Margaret Kihika, Deputy Mayor of Fort portal and Besides political development, some change agents have upgraded to different levels of developments. Notable example is Ms. Joy Asiimwe Turyamwijuka who is now a lecturer and head of department of Development Studies in Uganda Christian University. They still associate with UCAA a lot and always acknowledge UCAA as one of the stepping stones for their success. Besides political development, some change agents have upgraded to different levels of developments.

The UCAA trained Change Agents have continued to work voluntarily with their self help groups and community. They have initiated a number of development activities in the rural areas as most of them have been elected/ appointed in the leadership positions.

Interacting with a Change Agent from the Eastern District of Amuria, Teso Sub region revealed interesting stories about her experience with Change Agent Training. Please meet Akol *Ketty* who has this to say:

"I was trained in 2001 at Were Youth Centre in Katakwi. I was just a house wife, educated but jobless and not able to meet my personal basic needs since I depended on my husband. I found life hard and difficult since all the time I was begging my husband to provide me with all necessary needs. Although my husband was good and he could always provide, there was something lacking and I was finding life a little hard.

When I got trained, I gained consciousness in my mind and I begun thinking differently. I initiated projects for my family. I started making few bricks with the little money I was lent by the kick start arm in Church of Uganda Development organization.

The bricks were sold to Odite Primary school. This made me begin other projects personally and I could not do this alone. I introduced the idea to other members who accepted and we organized ourselves in a group.

I continued with my personal projects till the time of the LRA Incursion in Teso which also disorganized my projects and I was taken back to zero level. But with the knowledge that I had, I never let it go without being utilized. After the insecurity, I was fortunate to get employed with concern worldwide for three years. This made life easy. I worked as a volunteer in areas of HIV/AIDS and hygiene and sanitation in Kapelebyong camp.

We settled back to our home I started again my projects which earned me a good living to date and it has enabled me to take my children to good boarding schools (Madera girls P/S and Ngora High School) and am sure I will continue paying my children's fees.

In 2011 elections I stood for LCV councillor for Kapelebyong – Obalanga Sub County and God enabled me to go through. I am now a councillor and a member of Finance Committee, Trained Change Agent, a member of Great North Women Voices for peace and a Treasurer of Teso Widows Initiative for development.

***Here is another testimony from Ajonye Loice, Change Agent who is the coordinator of Functional Adult Literacy in her county.***

Loice attained the Change Agent Training in 1997 in Koboko where the first groups of Change Agents were trained. She is a single parent who lost her husband in 1995. She is a hardworking and determined woman despite her advanced age. Loice has managed to pay tuition fee for her children who are in secondary schools and tertiary institutions alone.

After the Change Agent Training, Loice received wide publicity and recognition in her Sub-County of Lobule which is one of the most fertile and alluvial places in Koboko district and probably, the food basket of Koboko district and neighbouring district of Yumbe.

Because of her zeal, potential and voluntary spirit, Loice has been elected to very many leadership positions at both Sub-County and District of Koboko. Currently, she is the coordinator of Functional Adult Literacy (FAL) in her County of Lobule which has 22 centres, as well as a member of Board of Directors for Koboko Civil Society network.

In the health sector, being part of the village health team, Ajonye has on several occasions taken part together with her fellow health staff to participate in immunization exercises at Lobule health centre. She is a community based farmer at Padrombo as well as a demonstration farmer for goat rearing project in her parish.

Loice attributes all these opportunities that opened her to the world to the Change Agent Training. She confesses to have realized a tremendous social, economic and spiritual empowerment after the Change Agent Training and still continues to feel the spirit of transformation living within her, enabling her to continue mastering the challenges of life.

***Leadership is my trade mark because of the change agent training***

(Gaudy Nansubuga, change agent Kiboga district)

Uganda Change Agent Association is an organization which has this time around made my life a success. Change Agent trainings have made positive changes in various attributes of life, such as change in life style, Economic status, social status, leadership skills, degree of transparency and accountability, culture of savings.

I completed change agent course in 2002. It was held at Namugongo Martyrs Seminary. Participants came from different districts of Central Region which enabled us to share experiences from a wider spectrum. The most important point I went with after completing the course was to minimize expenses in order to realize savings which can be the road to Economic development. I put it into practice and after a



year, I bought myself a plot of land. I continued to save and this enabled me construct a commercial building from which I earn Uganda Shillings 400,000/= per month.

The knowledge about income generating activities (IGA's) has made me try piggery, poultry, Cassava, beans, maize and potato growing. I go on changing according to seasons and market. From the profits I get, I am able to pay school fees for my children in higher institutions and below. The knowledge and skills I got from change agent training has made me manage my projects properly with proper books of accounts and good record keeping. When I add on my little salary, I make my ends meet easily.

It's because of change Agent that the community is utilizing me in various activities and organizations. I have held various leadership positions for example I am the chairperson of head teachers association, Chairperson, East African theatre Institute, Uganda Chapter, Treasurer East Africa St Cecilia Choirs, Director Muzinge Theatricals, Secretary for women Tukolerewamu Savings and Credit Association. I also look after the contact place for Kiboga District change Agent Association.

All in all I am in leadership positions, I share experiences with fellow change agents, I am proud of them and they are proud of me. I strive for all people becoming self-reliant as well as myself. My economic, social and personal development has improved. I am what I am because of the change agent training undertaken.

### **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 affecting the communities:

The Programme Officers gave explanations that besides sectarianism as witnessed, the 2011 general elections campaigns were commercialised as most political parties gave money for campaigns to their candidates. After the elections, communities witnessed acts that signalled dissatisfaction with the ruling party. This was seen when nearly all the political parties united for one course – walk to work protest. Poverty and illiteracy is still affecting the efforts of Change Agents in stimulating political leadership at the grassroots level where the majority of voters participate. In most cases, leaders are not elected on merits but on ability to bribe despite the campaign against bribing voters. Communities are also less resistant to bribes because of high levels of poverty and ignorance.

UCAA through Change Agents will continue to raise awareness of rural communities on their political and civil rights. 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.

**4.3.2 Illiteracy** – Participation of self-help group members in leadership is limited because of illiteracy, this is because they are unable to articulate some issues and are also unable to read and write. UCAA will continue with its rural development training programs because upon attaining the change agent training, the beneficiaries become keen on accountability and transparency. This is normally detested by professionals who do not like to be monitored closely. These professionals normally try to ensure that

Change Agents do not get to positions of leadership where they can monitor them. 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.

## **5. 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 addition, 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.

Therefore, 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** – The UCAA continues to encourage change agents to work voluntarily with self-help groups in their communities in order to promote 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. In April, during the National Delegates Assembly, four change agents and other Agents of Change were awarded the UCAA Award of Merit. 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 5 years, 10 years or 15 years. From 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.

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 and DCAAs that achieve 100-150 points and above certificates of achievement. UCAA also awards the branches and District Change Agent Associations with the highest points in each of the nine UCAA Programme Regions prizes. The top three branches and DCAAs for the year 2010 received their prizes during National Delegates Assembly.

**5.1.2. Register of Development Groups** – UCAA continues to maintain registers of all self-help groups that Change Agents are working with. UCAA continues 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. UCAA registered a total 5,276 development groups in 2011.

**5.1.3. Advocacy** – UCAA is continuing to advocate on and to raise consciousness on the issues which affects rural women and men and some of these issues included: Land, human rights and good governance, domestic violence, and negative effects of the activities of micro-finance lending institutions. UCAA shall include the popular version of the findings of these research initiatives in its Newsletters and website.

**5.1.4. Some of the major meetings and conferences attended** - UCAA was represented in an ICCO regional partners meeting in Moroto on 28<sup>th</sup> Jan 2011 at St Philips community centre. The theme was "Karamoja Regional Conflict Transformation Programme in Moroto, Kotido and Napak Districts. Discussions majored on the findings of a baseline survey that was carried out by David Obot, a researcher.

UCAA attended a workshop organized by Orthodox Mothers Union for ICCO Partners from 8<sup>th</sup>-9<sup>th</sup> February in Mukono. The theme of the workshop was gender mainstreaming in organizational programmes and projects.

The Programme Officer for West Nile region represented UCAA in a meeting that was organized by Foundation for Human Rights Initiative on 24<sup>th</sup> March at Praford Hotel in Yumbe. The meeting discussed roles of NGOs in upholding Human Rights and the conclusion was that all issues of human rights abuse should be channeled through proper sources to avoid victimization especially during the post election era.

The Executive Director represented UCAA in a meeting organized by UJCC on 5<sup>th</sup> April. She attended it in the capacity of a technical person, forming the national task force mandated with the task of coordinating advocacy and other intervention measures aimed at restoring peace and promoting sustainable development and to bring out Karamoja challenges at national level. This objective formed the basis of the discussion.

On 15<sup>th</sup> April 2011, UCAA was also represented in a Civil Society Pre-Budget dialogue meeting which was organized by the Uganda Debt Network, Forum for women in Democracy and PELUM Uganda under the Civil Society advocacy group (CSBAG). The theme of the meeting was "making the national budget pro-poor, gender sensitive and equitable."

UCAA was represented in a meeting that took place at HURINET offices in Ntinda on 24<sup>th</sup> June. The meeting focused on the social, economic and cultural rights (ESCR). A member of the East African Coalition on economic Social and Cultural Rights (EACORs) was present in the meeting and the purpose was to give highlights of EACORs work on ESCR.

UCAA also attended the launch of the UWEZO assessment report that took place at St Francis Community centre Makerere University on 18<sup>th</sup> August 2012. UCAA attended the DENIVA AGM that took place from 16-17<sup>th</sup> August at Pope Paul memorial hotel in Ndeeba.

On 19<sup>th</sup> August, the advocacy officer attended a sensitization seminar of the African court on Human and people's Rights and Human Rights organizations in the republic of Uganda. The Seminar was organized by the High court in collaboration with the Uganda Law society and the government of Uganda at Protea Hotel in Kampala

UCAA attended a meeting organized by Forum for Education NGOs in Uganda (FENU). Discussions majored on how to improve education in Uganda that is who can do what where etc.

The Programme Officer for Central Region attended a meeting organized by DENIVA on 1<sup>st</sup> and 2<sup>nd</sup> Sept. The meeting was to review the gender policy of DENIVA and this was guided by a consultant

UCAA was represented in a partners meeting organized by Dan Church Aid in Bugolobi. The meeting was mainly to develop DCAs political space logical frame work that is to last five years from 2012-2016. This frame work targets the empowerment of communities in Karamoja and Teso.

UCAA was represented in a dissemination workshop organized by Uganda Debt Net Work on 13<sup>th</sup> September at Hotel Africana. The information disseminated was a dossier on corruption and procurement report. This report highlighted the complexities in corruption and procurement.

UCAA was again represented in a dissemination workshop organized by Uganda Debt Net Work on 22<sup>nd</sup> September 2011 at Grand Imperial Hotel. The information disseminated was on Uganda's external debt and the effectiveness of the Prosperity for all programme. Summary of the report indicated that Uganda

has a big external debt, yet this money borrowed has not benefited the citizens as expected and that the Prosperity for all programme had so many loop holes that it has also hardly achieved its intended objectives.

UCAA was represented by the Programme Officer for Western Region in a meeting that was organized Konrad Adenauer Stiftung. This was dialogues meeting on on democracy and good governance.

**5.1.5. Publishing UCAA Newsletter** – UCAA planned to publish four editions of the UCAA newsletter during 2011. By the end of December, UCAA had published three editions (74<sup>th</sup>, 75<sup>th</sup>, 76<sup>th</sup>) of its Newsletter. The themes of these editions were on how the emergence of cities and towns had resulted into the encroachment of wetlands, sexual harassment and how it affects the labour market in Uganda and the effects of dumping rubbish on our environment.

**5.1.6. Maintaining the UCAA Website: [www.ucaa.or.ug](http://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.

**5.1.7. Collaboration with Media Houses** – UCAA planned to collaborate with the media houses to ensure that the work of Change Agents and that of the self-help groups that they are working with is published through at least 7 newspaper articles and at least 60 radio programmes during 2011. By the end of December, UCAA had received newspaper coverage 8 times in form of photo stories and short stories published in the following national newspapers: Daily Monitor, Rupiny and Etop. By the end of December, UCAA and the work of the Change Agents had received mention in at least 32 radio programmes published by various national radio stations. In addition, the UCAA National Delegates Assembly, UCAA participation in NGO exhibition, Independence Day commemoration held in Lira district and Moroto (Napak) Change Agent Training certificate award ceremony received wide television coverage on Uganda Broadcasting Cooperation, NBS Television, STAR, BUKEDDE, NTV and WBS Television Services.

**5.1.8. Fostering Relations with Local Government** – As planned, UCAA continues to encourage its branches and DCAAs to foster relationships with their respective district and sub-county administrations. One of the ways in which UCAA is doing this is by encouraging its branches and DCAAs to participate in national events organised at their respective district and sub-county headquarters. By the end of December, UCAA branches and DCAAs had reported that they had participated in national events like Women's day celebrations, the National Independence Day celebrations, Labour Day etc. It is worth noting that in all these participations UCAA was recognised for empowering the rural communities.

## **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 2010 UCAA's progress in achieving these indicators were as follows:

**5.2.1. Formation of Associations – That by December 2011 Change Agents will have initiated the formation of at least 35 associations.**

At the end of 2011, UCAA received reports that change Agents initiated the formation of 215 associations' countrywide for purposes of lobbying and advocacy to influence macro policies that affect them.

The UCAA Programme Officers, during District Assemblies, district programme review meetings and Branch visits continued to remind and encourage change Agents to encourage self-help groups with similar interests that they are working with to form associations for purposes of lobbying and advocacy to influence macro policies that affect them.

### **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 2011, UCAA received reports that Change Agents linked at least 534 self – help development groups to other service providers where they were able to get services like trainings, farm inputs and grants.

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.

#### ***Change Agents are precious assets in the community***

(Lucie Bamuhame, Change Agent of Namutumba district)

I first heard about change agent in 1995 when I was a youth leader (Animator) in Jinja Diocese.

Though I had some Development skills, I admired the change Agent Methodology so much that I had to create sometime within my busy schedule so as to attend the full change agent training course. I later enrolled for training of trainer's course in the same year. It helped me so much because it made sense to my participatory rural appraisal (PRA) training which I had just finished. I started applying the change agent methodology in my work as an animator. The PRA tools became meaningful and real to life, the community around started liking it and praising me as a practical facilitator.

With those trainings and practical experiences, I got exposed to many likeminded organizations that I managed to partner with at various levels.

Of profound importance is that I partnered with one evangelist from Baptist Mission Uganda- (BMU) by the names Patricia crook. She contracted me to train their pastors throughout the country in many skills such as management, Accountancy, Fundraising & Resource Mobilization, community sanitation, proposal writing, etc. This exercise excited me a lot as I travelled the whole country, earned money which empowered me economically and it gave me a firm political platform. Though am not in active politics, I am a very strong opinion leader within my whole region because all prominent local leaders know me as an adviser and objective woman.

Among the many organizations I've partnered with at official levels is NARO which managed to fund my Main organization with UGS 17 million to carry out a one year project (the project was value addition to groundnuts. Out of the trainings and after my fundraising courses in Namugongo I managed to fundraise and mobilize resources which enabled me and the community at large to plant shade trees at Ivukula sub county headquarters, Ivukula Secondary School, Kamudoke Primary School and Ivukula Health Unit. This project was worthy eight million shillings (Shs 8.m). With UCAA Trainings, the list is endless. All I can say is that I am a precious Asset to my Community in Namutumba District.

#### ***Change Agent training has made me prominent***

(Ovon John A.K- Change Agent Kiboga District)

I am a professional Teacher but before I registered and became a member of UCAA, I totally lacked knowledge of the importance of UCAA. I was encouraged by wife's capability that she acquired after the various training packages that she attended with UCAA.

Time came when I attended a Certificate Award Ceremony for the Change Agent trainees in Kiboga district. It was at this function that I was exposed to a lot of valuable knowledge about the activities of UCAA. I was moved and motivated to join the association. I registered first as a working partner. This

status enabled me to attend UCAA branch meetings and share UCAA newsletters which I found to contain a lot of information and knowledge about functions, and practices of UCAA activities from different UCAA districts in Uganda. As time went by, I developed serious interest in attending UCAA short courses organized at various branches in the district before I fully trained as a change agent in Kiboga in 2008 during a change agent training course that was organized by UCAA.

The various courses I attended enabled me acquire a lot of useful knowledge, skills, practices functions and methodologies about UCAA activities. Today, I feel my life, attitude; personality competency in handling social economic issues of humanity has tremendously changed.

The knowledge I possess now has enabled me to attain the following roles in the community where I live. I am now the elected chairman of Kiboga DCC, a position I have held for two consecutive years now. Currently I am the secretary for Finance with Bwakedde Butya Fans Club- Radio Kiboga 89.5 F.M which has a membership of 3500 people. I am a technical advisor and chairman of a prominent catholic choir (St Anthony) in Kiboga Town Council. I have also facilitated at various courses organized by self help groups in villages and branch levels.

I have promoted UCAA in various forums at district, villages, church functions and existing NGO's and CBO's in the district. There is a healthy networking existing with these organizations. I am also serving as the secretary for QUAM Committee (Quality Assurance Certification Mechanism which assesses the level of suitability of an Ngo/CBO to operate in a district.

Personally, I have benefitted a lot from the knowledge I acquired from the UCAA training. I can now manage the accounts of my small undertakings without difficulty; I have managed to put up a commercial building with my small earnings, Currently I am rearing some pigs, goats, keep some poultry plus crop growing. I have managed to educate my children up to University level.

I net work with an American Company GNLD to train local people at grassroots on new methods and practices of modern agriculture through the use of modern organic fertilizers, to maximize production. I attribute all these skills and knowledge that I am using now to the UCAA trainings

### **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.**

At the end of the year 2011, UCAA trained Change Agents were in contact and working with a total of 5,276 self -help development groups that had a total membership of 67,108 countrywide. It is worth noting that they have assisted 1,975 change agents to carry out their group self evaluations. Therefore, UCAA is progressing well in meeting its target. Many 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.

#### ***Change Agent training re-directed my mind***

Before Grace Anna Lorika of Moroto district was trained, she was a peasant farmer who used to do her work without any budget that resulted in losses.

After she was trained, Grace learnt to make her budget and spend accordingly. She also learnt to avoid spending on misdirected priorities such as drinking alcohol. Since then she started brewing beer and also save with a group.

The knowledge of saving and engaging in Income generating activities acquired from Change Agent Training has helped her to educate her children. Some of them (two) are in secondary and others are in Primary. She has also been able to meet basic needs of the family buying clothing's, feeding and health services.

Lorika was LCIII Councillor (Ngoleriat) Deputy speaker.

Grace is currently working with three groups. These groups are doing saving and credit schemes. It is worth noting that with all these achievements, Lorika is only a primary seven leaver.

***UCAA training has made me instrumental in society***

After completing my Ordinary level education in 2002, I underwent the change Agent training and became a full member of UCAA Kampala central branch. Since that time I attended several change Agent Methodology trainings like Basic accounting, Training of Trainers course, fundraisers Trainings, Auditor training, Management skills etc.

I have achieved a lot since getting trained. First and far most, the conscientisation process which was instilled in me, made me look at things differently.

This training helped me excel as a volunteer with child Fund and as a result, I was hooked by other organizations like Baylor Uganda where I was offering home based care after Home Based Care training for volunteers. I also worked as Village Health Team under Prefer Uganda. I have also worked as a partner in Ministry of Defence, Uganda Peoples Defence Forces Spouses Desk, training the Army spouses in Development process.

I am working right now with so many groups, helping them set up groups, writing their own group constitution, writing their own accounting books and helping them to audit their books.

As a change Agent, and as a way of adding value and being opportunistic for aiming higher in terms of development and knowledge, I was trained in different capacity building projects like-Mushroom growing, Candle making, Poultry management, Piggery management, Bee keeping and Organic farming.

I have in turn offered these trainings to members of the self help groups that I am working with and so many people have benefited from it.

All these have paid highly in my life. More especially, as a change agent, honestly I have earned a living out of all the above.

**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 2011, UCAA received reports that 56% (1,018) 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 administrations.

**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.**

During the year 2011, of the 4,516 leaders reported by the self- help groups including Chairpersons, Secretaries and treasurers, 60% (2,702) were women. UCAA is therefore progressing well in achieving its impact on gender balance.

**5.2.6. Gender Balance in Education of Children – That during 2009 to 2013 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.**

In 2011, of the members of the self-help groups that participated in UCAA impact assessment reported that they were supporting a total of 157 children in primary education of which 59% (92) were female. They reported that a total of 39 children of their members had completed primary school of which 33% (13) were female. They reported that their members were supporting a total of 17 children in secondary school of which 24% (4) 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. UCAA will continue to encourage the Change Agents to sensitise the community on girl child education.

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

By the end of the year 2011, of the 298-immediate beneficiaries who participated in the UCAA training courses, 49 % ( 147) were women. UCAA will continue to sensitize and encourage women to participate in its training programmes.

**5.2.8. Gender Balance in UCAA Governance – That during 2009 to 2013 at least 50% of participants in UCAA decision-making organs will be women.**

Of the 1028 participants in the UCAA decision-making organs (national delegate's assembly Board of Directors, UCAA secretariat, district coordinating committees and branch Officers) in 2011, 61% (631) were female. UCAA will continue to sensitize and encourage women to participate in the UCAA decision making organs.

**5.3 Challenges Facing UCAA in stimulating social development**

**5.3.1 Different approaches to development** – UCAA has continued to encouraged Change agents to work voluntarily with their with their self – help development groups and community so as to stimulate social development in order to promote positive change. However, UCAA has faced a challenge in this approach as there are other service providers whose methodologies differs with that of UCAA much as they are working in the same environment. This has not gone well with the Change Agent methodology that preaches self- reliance.

In most cases, other NGOs and development partners give handouts or start up capital which is not the case with UCAA. UCAA believes that giving handouts promotes the dependency thinking for example in Karamoja region. This greatly reduced the spirit of self initiative and independence as most of them just wait for world food programme to provide food.

Generally, there is lack of a coherent plan and strategy towards social development leading to duplication of services and competition among providers.

**5.3.2 Political influence** - Political influence sometimes demoralises the efforts of Change Agents. For example when change agents lobby for a social service, politicians want to own it instead. This also discourages donors and this results in the loss of social services as donors would prefer to withdraw. After the training, some change agents gain the spirit of social responsibility. An example is a change agent in Busiro who opened a nursery school. The training has enabled them to realise that a social need like education of children is necessary.

The Change Agents have also been able to lobby from the Local Government and other providers to drill boreholes and provide other social services. In Kanapa sub county Kumi district, four boreholes were drilled after the lobby which was done by a change agent, Francis Okaje.

**6. HUMAN RESOURCE**

The work of UCAA would be impossible without a committed and a dedicated staff. Much as there were some changes in the UCAA Staff, by the end of 2011 UCAA had 19 of the 20 staff member positions required for smooth running with full-time paid staff members.

UCAA also had access to trained Change Agents (Volunteers and development workers) who assisted the UCAA Secretariat in implementing the approved UCAA Programmes.

**6.1.1 UCAA Full Members** - As of 31<sup>st</sup> December 2011, there were a total of 3, 912 living Change Agents and of these Change Agents 49% (1,920) of them were female and 51% (1,992) were male. Of these Change Agents, 49% (1,920) of them were UCAA Full Members. Of these who were Full Members of UCAA, 48% (927) were female and 52% (993) were male. Of the UCAA Full Members, 77% (1,484) of them were fully paid up members, after having paid their membership fees (Ush 5,000) to UCAA for 2011. It is worth noting that since the provision of Life Membership was set up, 8% (199) of the Full members have paid Life Membership Fees. Sadly, nine of those who had paid Life Membership have since passed away. The membership of 3 of those that had paid life membership fees was terminated because of their



misconduct. At the end of 2011, therefore, there were a total of 190 living Full Members who are Life Members. Of the Life Full Members 53% (100) were female and 47% (99) were male.

**6.1.2 UCAA Associate Members** - By the end of 2010, a total of 102 Community Agents of Change had joined UCAA as Associate Members. Of these, 50% (53) were female and 50% (53) were male. It is worth noting that one of the male Associate Members have paid Life Membership Fees to UCAA.

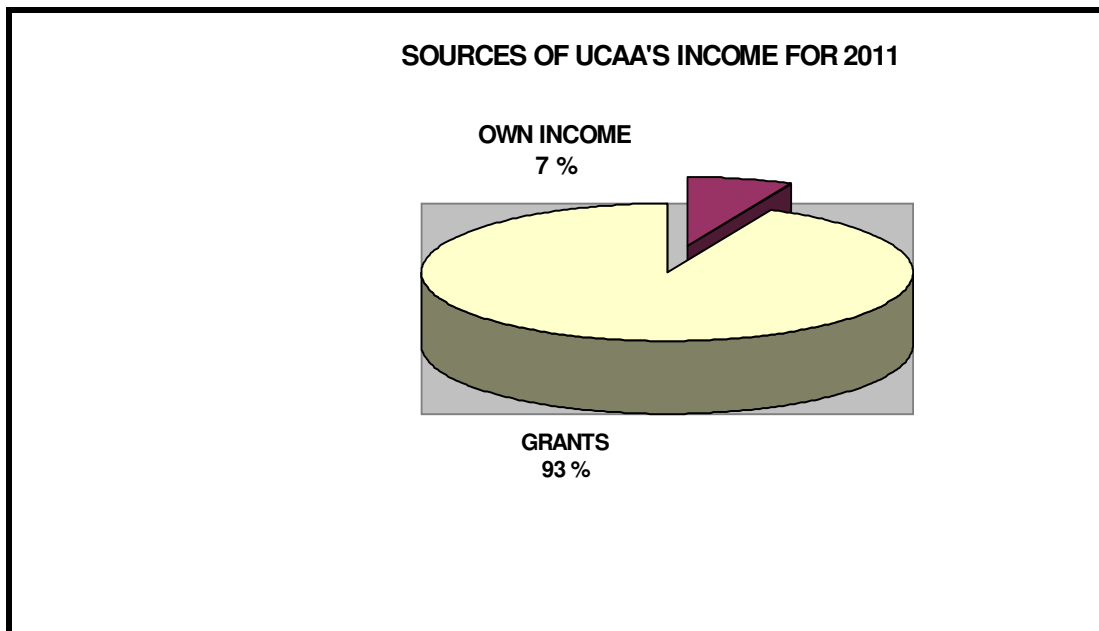
**6.1.3 UCAA Working Partners** - By the end of 2011, UCAA had a total of 96 Individual Working Partners and 4 Institutional Working Partners. Of the individual working partners, 28% (27) were female and 72% (69) were male. It is worth noting that 24 of the Individual Working Partners (16 male and 8 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.

**7. UCAA’s FINANCIAL RESOURCES**

In general, the year 2011 was 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. However we were able to raise 109% (Ush 496,741,882/=) EUR 161,385 of our revised budgeted income for the year as compared to Eur 197,094 raised last year. Of note, Bread for the World, one of our funders gave us additional funding of Ush. 18,000,000/= (approx. Eur 5,848) specifically for evaluation of the UCAA programme.

**7.1. Expenditure** – UCAA’s total annual expenditure for the year 2011 was Ush 572,592,166/= (EUR 186,027) against a budget of Ush 676,414,000/= (EUR 219,758).

**7.2. UCAA’s Own Income** – During 2011, UCAA generated own income totalling Ush 36,532,331/= (EUR 11,869) against an annual budget of Ush 58,120,000/= (EUR 18,882). 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 old fixed assets parts. Therefore, in 2011, UCAA contributed to its own total income, Ush 36,532,331/= (EUR 11,869), which was approx. 7% of the total income that covered its annual expenses for 2011 as compared to 6% in 2010. A detailed breakdown of UCAA’s own income is contained on page 7 of UCAA’s Audited Financial Statements for the year ended 31<sup>st</sup> December 2010 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.



**7.3. External Grant Funding** – UCAA is indebted to all our funders: ICCO - Netherlands, Danish Church Aid - Denmark, Bread for the World – Germany and Finnish Church Aid – Finland who together granted UCAA a total of Ush 460,209,551/= (EUR 149,516) for our programmes in the year 2011. This was against our revised annual budget for external grant funding of Ush 398,055,000/= (EUR 129,323). Therefore, in 2011, our funding partners contributed 93% of the total income that covered UCAA's annual expenses for 2011.

A detailed breakdown of external grant funding is contained on page 18 of UCAA's Audited Financial Statements for the year ended 31<sup>st</sup> December 2011 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.

**7.4. 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 2011, progress was made as follows:

**7.4.1. Programme Fund:** At the end of 2011, the unrestricted UCAA Programme Fund had accumulated to Ush (110,370,315/=) (approximately EUR (35,858) from the accumulated deficit of UCAA income from the previous years. At the end of 2010, the UCAA unrestricted Programme Fund was valued at Ush (48,622,771/=) (approximately EUR (15,797).

**7.4.2. Endowment Fund:** At the end of 2011, this fund which is composed of funds that UCAA has set aside for investment remained at Ush 1,289,245/= (approximately EUR 419).

**7.4.3. 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 2010, this fund was valued at Ush 599,000/= (approximately EUR 195). During 2011, the UCAA Board of Directors made contributions of Ush. 156,000/= to this fund increasing it to Ush 755,000/= approximately EUR 245.

**7.4.4. Life Membership Fund:** At the end of 2011, this fund, which is composed of life member fees paid by UCAA members, remained at Ush 7,994,294/= (EUR 2,597).

**7.4.5. 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 2010, this fund had accumulated to Ush 10,361,588/= (EUR 3,366). During the year 2011, UCAA made additions of Ush 1,522,000/= (EUR 494) to the gratuity fund to reflect the period of service for each staff member, therefore, increasing this fund to Ush 11,883,588/= (approximately EUR 3,860).

## **8. 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 1<sup>st</sup> 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 2011, the UCAA auditors valued the UCAA land and buildings at a book value of Ush 33,320,329/= (EUR 10,825) and Ush. 73,473,827/= (Eur 23,871) respectively. UCAA closed its offices for West Nile Region, Arua and South-Western Region Office, Mbarara as a way for cutting down costs. In the event, the activities for the West Nile region are now handled at the Northern Region office in Lira and the activities for south Western Region are now being handled at the Western Region office in Fort Portal. Thus UCAA holds its offices in

Lira for its Northern and West Nile Regions, Mbale for its Eastern Region Office and Fort Portal for its Western and South Western Regions.

## 9. OTHER FIXED ASSETS

By the end of 2011, UCAA owned Four Toyota Hilux Four Wheel Drive Double-Cabin Pick-ups that it utilises for the implementation of its countrywide programmes. At the end of 2011, the UCAA auditors valued these motor vehicles at a book value of Ush 60,855,726/= (approximately EUR 19,771). UCAA owns an assortment of computers and computer accessories that its officers are utilising in the implementation of its programmes. At the end of 2011 the UCAA auditors valued the UCAA computers and accessories at a book value of Ush 13,057,689/= (EUR 4,242). 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 2011, the UCAA auditors valued this furniture and equipment at a book value of Ush 16,577,166/= (EUR 5,385).

## 10. MONITORING AND EVALUATION

**10.1. Programme Internal Monitoring:** UCAA circulated its two internal monitoring tools in 2011 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 25% (980) of the 3,912 Change Agents living in Uganda completed and returned Census Forms to UCAA. Similarly, a total of 34% (1,816) of the 5,276 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.

**10.2. Programme External Impact Assessment:** In 2011, the UCAA contracted External Field Assessors (EFAs) carried out their fifth annual assessment visits to the 3 groups that UCAA selected and the External Field Assessors first visited during 2007. 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.

## 11. CONCLUSION

We take this opportunity to thank all those who contributed directly and indirectly to the implementation of the UCAA programme activities in 2011 that has enabled UCAA to carry out its activities as planned. UCAA looks forward to your continued valuable financial and moral support.