

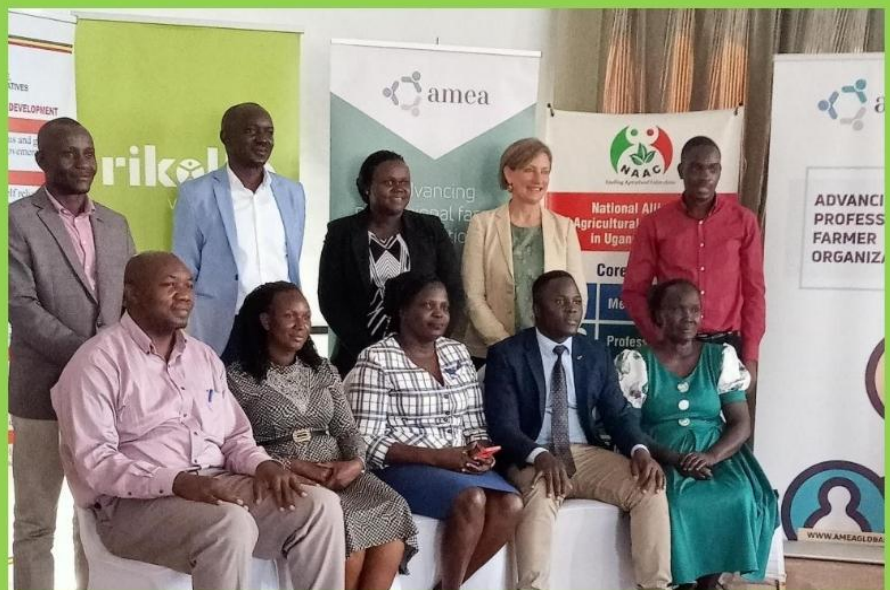
ANNUAL REPORT

Jan - Dec 2022



Enabling Agricultural Value-chains

**National Alliance of
Agricultural
Co-operatives in
Uganda Ltd.**



NATIONAL ALLIANCE OF AGRICULTURAL CO-OPERATIVES IN UGANDA LTD.



Enabling Agricultural Value-chains

ANNUAL REPORT FY2022

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NAAC Board Members - Pictorial Page



Mr. Emmy Geoffrey Sayekwo
Chairperson



Mrs. Constance Bangirana Kabaranzi
Vice Chairperson



Mr. Kiima Charles Thembo
Board Secretary



Mr. Issa Y. Kamonges
Board Treasurer



Mr. Charles Okello
Board Member



Mr. Douson K. Mwijuka
Board Member



Mr. Grace Lubowa Kyaterekera
Board Member

ADMISSION OF NEW MEMBERS

NAAC'S NEW MEMBERS FOR ADMISSION - 14 TH APRIL 2023	
1	Lake Mburo Farmers Cooperative Society Ltd
2	Nkoma Area Cooperative Enterprise Ltd.



Some participants at NAAC's 2nd AGM - Imperial Royale 2022

MESSAGE FROM THE CHAIRPERSON

Mr. Emmy Geoffrey Sayekwo



Dear Our Chief Guest, the Registrar of Co-operatives, Invited guests, Fellow NAAC Board and other committee members, Distinguished members of NAAC and Management staff.

I would like to take this opportunity to welcome you all to NAAC's 3rd Annual General Meeting (AGM). Kindly join me to thank God for the past year, the first full year after Covid-19, a virus that left our way of living changed forever. We join those who have had celebrations in the past year, and at the same time, we condole with you all who have lost your loved ones but praise the Almighty God in all situations.

The past year has been terrible for farmers, with consumes going through a tough financial situation exacerbated by the unprecedented rise in prices for not only household necessities but also agro-inputs due to the Russia-Ukraine conflict. We have all seen the constriction in demand for key food items, not because people do not need them but due to inability to afford them. This dire economic situation has led to budget cuts for so many organizations, some of which are partners in the co-operative movement and the wider agricultural sector. However, it is for such times that the relevance of NAAC has to stand out, and we are glad to note that we have steadily steered through this tumultuous period at such a tender age! I can proudly say we have gone through a baptism of fire, and there is no turning back. Thank you for the continued support you extended to our management, especially our partners present today.

Despite the tough times, we still grew in number, with 2 new members coming onboard, we will welcome them in a special way in a short while. We also took up membership in Agribusiness Market Ecosystem Alliance (AMEA), where we hope to derive good benefits as a national-level farmer organization and agricultural business development service provider.

The theme for this year is; **Fostering Collaborations For Co-operative Post-Covid Recovery and Sustainable Resilience**. This theme was chosen to emphasize the need for partnerships and collaborations amongst co-operatives and with external partners as a key requirement to aide full recovery from the effects of the pandemic. The effects of the pandemic and the war in Europe are likely to affect co-operatives and smallholder farmers for a long while but as we learn from the co-operative principles, collective effort helps reduce this impact to individual farmers and co-operatives. The immediate emergence of the European conflict should awaken us to the fact that co-operatives and farmers will face unprecedented shocks and surprise challenges at all times, so we need to set strong institutional foundations, especially you as leaders, to support members when such threats do come to pass.

There is also the decade-old challenge of climate change, and we continue to see its effects on our sector, ironically, all these affect the smallholder farmers more than other actors in the value-chains. However, at NAAC, we also continue to observe the changing behaviour of donor partners, they seem to favour an approach of cooperation amongst applicants for calls they issue, and singular responses are becoming less attractive. So, this theme speaks to that fact or reality, and I encourage you all to take it seriously. The NAAC management staff will be at hand to support you during joint proposal development so that we lift each other.

We extend our sincere appreciation to our Ministry of Trade Industry and Cooperatives (MTIC) and more specifically the Dept. of Cooperative Development under the stewardship of the Registrar, and your entire team, for the support accorded to NAAC and the entire co-operative movement throughout the year. I would like to commend our management team for relentless efforts to mobilize resources needed to serve our members and sustain the organization.

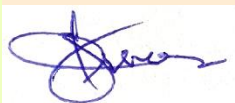
In a special way, I would like to extend our heartfelt appreciation to our dear partners who have supported us this year, through financial and technical assistance support. We have the following;

- a) DAI, through FtF IAM Activity,
- b) IITA and NARO, through FtF ERAAL Activity,
- c) FtF ISS Activity,
- d) Rikolto,
- e) EAFF,
- f) WFO.

Amidst all the challenges, we continue to grow as an institution, and this growth has been possible because of those mentioned partners, and you members of NAAC. I therefore implore you members to continue fulfilling your obligations towards NAAC and support management as much as possible so that we achieve our overall goals.

As a reminder, we have 6 key thematic areas of focus, and I am glad to inform you that we managed to register some results under each of them. You will read the full details in the annual report.

I hereby welcome you once again to NAAC's 3rd Annual General Meeting, and I wish you fruitful deliberations.



CHAIRMAN - BOARD OF DIRECTORS - NAAC

Enabling Agricultural Value-chains

FOR GOD AND MY COUNTRY.

BOARD MANAGEMENT REPORT FOR THE YEAR 2022

SUPCO Annual Report to the Members of NAAC During 3rd AGM Held On 14th April 2023

Introduction

Our Chief Guest, Board members, distinguished guests, member, staff and well-wishers, I welcome you to this Annual General Meeting. I am grateful for the support you have all given to this nascent alliance that has enabled it to weather many storms and successfully survive and grow to its present status. I am pleased to present to you the SUPCO report for the year ended 31 December 2022.

Mandate

Internal audit is an independent consulting and assurance activity designed to add value and improve the society's operations in terms of governance, day to day operations, internal control systems and compliance to laws and regulations.

Report overview

Our report is given under the following broad categories:

- Strategic plan implementation
- Growth and performance of the Sacco
- Budget performance
- Sustainability
- Compliance
- Staff salary arrears
- Financial management
- Service delivery

I. Strategic plan implementation

We noted that the nine-year strategic plan 2020-2028 for NAAC is still in draft form. This implies that the Board has not yet approved it yet we are three years down the road. This is not in order since management could be implementing a strategic plan quite different from the final one the Board might eventually endorse. Management performance cannot be measured against a strategic plan that is not yet approved. It is therefore paramount that the Board approves the strategic plan before this years' AGM.

2. Growth and performance of the NAAC

No.	KPI	2021	2022	Growth rate (%)
1	Membership	35	37	6%
2	Share capital	5,300,000	6,500,000	23%
3	Income	304,347,543	567,789,046	87%
4	Expenditure	269,299,997	562,253,661	109%
5	Net surplus	35,047,546	5,535,385	-84%

Membership and consequently share capital witnessed marginal growth. Expenditure grew much faster than income resulting in a decline in net surplus. Management should therefore put more emphasis on mobilizing more membership and share capital in order to improve the Net worth of the organization. Cooperatives are member-based organizations and thus the bigger the membership the stronger and more attractive the cooperative. Partners are eager to work with cooperatives that benefit a huge membership than those with a small member base.

Expenditure should move in tandem with income. If expected income is not realized then expenditure should be trimmed pro-rata. This will focus management on improving income streams in order to support their budgeted expenditure.

3. Budget performance

No.	KPI	Budgeted	Actual	Variance (Shs)	Variance (%)
1	Membership	35	37	2	5%
2	Internally generated funds	5,100,000	2,070,000	-3,030,000	-146%
3	Contribution from externally funded programs	148,100,000	60,359,741	-87,740,259	-145%
4	Projects/Contracts	1,332,900,000	406,293,898	-926,606,102	-228%
5	Total Income	1,486,100,000	567,789,046	-918,310,954	-162%
6	Expenditure	1,474,962,240	562,253,661	-912,708,579	-162%
7	Net surplus	11,137,760	5,535,385	-5,602,375	-101%

The above budgetary performance analysis shows below expected performance. This is indicative of a need for more realistic budgeting or better performance monitoring by the leadership of NAAC. The leadership needs to rise to the challenges of the organization in order to post better performance.

Management should henceforth present its budget performance analysis as part of the annual report and in its monthly management accounts in order to track performance regularly and take corrective measures in a timely manner.

4. Sustainability

It can be noted from the above table that management budgeted to receive total funds amounting to Shs 1,486,100,000 out of which only Shs 5,100,000 was to be generated internally by the organization. This is only 0.34% of the total expected income. They planned to obtain the rest (99.66%) from external grants! This is not sustainable nor desirable. Management should make clear strategic plan to move away from donor funding to business sustainability. Expertise in writing proposals and sourcing for grants should be complimented with business acumen and creativity in generating new businesses for NAAC. This is the only sure way for NAAC to fulfil the growth aspirations of its members and its mandate/agenda instead of those imposed on it by donors.

Conclusion

SUPCO commends the Board and staff for the diligent stewardship of the society's resources and promising overall strategic direction and prudent management of the society.

We shall continue to support the Board in delivering the vision and mission of NAAC. We thank all the members for the mandate and trust you gave us to oversee the operations of NAAC. We commit to continue serving you by ensuring that the strategic plan is fully implemented and that the internal control environment will be adequate and effective at all times.

Signed,



.....
Njogo Mulumba

Chairperson

For and on behalf of **SUPCO Committee**

SECRETARIAT

Building Partnerships for Cooperative Development

The year 2022 has seen NAAC grow its network of partners at both local and international level. Despite several requests for partnerships with various institutions, management has been very keen on ensuring that all partnerships entered are keenly vetted to ensure that they contribute to the organization's growth and mandate. All these partnerships and affiliations come with direct and indirect benefits to either the NAAC secretariat or the members as detailed below.

NAAC joins the Agribusiness Market Eco-Systems Alliance

During the last FY, the NAAC applied to join the Agribusiness Market Eco-systems Alliance (AMEA) www.amea-global.com which is a global network of organizations that are working towards professionalization of farmer organizations. Through the AMEA, NAAC now has access to several standardized tools that are globally tested, proven and deliver against the IWA 29 standards. In addition, the NAAC will benefit from AMEA as it will be able to interact, learn and collaborate with several players (local and international including donor organizations) within the agricultural market eco-system on a regular and more defined space. The AMEA platform also opens space to improve our business development services offering to our members. Important to note is that fact that NAAC and the broader cooperative sector has already benefited from the AMEA. With funding from AMEA, the Ministry of Trade Industry and cooperatives MTIC and specifically the department of cooperative development has been supported to set up a digital cooperative database that will be used to monitor and track agricultural cooperatives' performance. The pilot project was very successful and efforts are underway to scale it up.

Microfinance Support Centre; Offering low interest Loans to Agricultural Cooperatives

The NAAC working closely with the Eastern Africa Farmers Federation funded E-granary project entered into a Memorandum of Understanding with the Micro-finance Support Centre (MSC) to provide a framework of cooperation and facilitate collaboration to support farmers through their cooperatives to access affordable financial services including credit and agricultural insurance services; ensure that cooperatives access business development services aimed at improving the management of their businesses; facilitate farmers to access training in improved agricultural practices including i) on-farm agronomic production techniques ii) post-harvest handling and structured trading systems in agriculture. Under this MOU, MSC has already trained some NAAC staff on how it assesses/evaluates loan applications with the understanding that our staff will provide support to our members to meet the MSC financing requirements and then forward to MSC for financing. Under this arrangement cooperatives and especially members will be able to access credit lines at interest rates that are as low as 8% per annum and access tailored financing facilities.

NAAC joins Scope Insights Local Expert Network.

SCOPEinsight is a Netherlands based company that offers a complete, integrated, standardized and scalable solution to measure the level of farmer organisation professionalism and manage projects with the aim to raise the level of professionalism in the agricultural sector across the world. The last FY saw NAAC become one of SCOPEinsight's Local Expert Network (LEN) members, and the only one in Uganda. The LEN is a partnership program that both creates value for market players and capacity

builders in target countries and also creates value for local businesses. In Uganda, through the LEN, NAAC will contribute to Scope Insights' shared vision of professionalizing agribusinesses and will serve as reliable SCOPE tool implementers. The NAAC will provide the much-needed local infrastructure with the capacity to offer ongoing business development support to cooperatives and agribusinesses, working well beyond donor-funded initiatives. The company has already shown its relevance to the country as it provided the platform that is being used by MTIC to build the cooperative profiling database.

Feed the Future Institution Systems Strengthening Activity to enhance NAAC's ability to serve members

The Feed the Future Institution Strengthening Activity (FtF ISS) is a USAID funded investment whose overarching goal is to increase responsiveness and accountability of government MDAs and national level industry apex organizations like NAAC to their members, constituents and the public and a more conducive environment for agriculture market eco-system players to productively engage and coordinate. To achieve that goal the FTF ISS activity identified NAAC as one of such partners. The activity therefore carried out a participatory organization capacity assessment (OCA) on NAAC and identified intervention areas that would strengthen/enhance NAAC's ability to grow and offer services to its members. In this respect, the FtF ISS has indeed offered a lot of technical support to management especially in the areas of communication, finance and financial management, policy advocacy, gender and gender mainstreaming, monitoring evaluation and learning (MEL) among others. We strongly believe that by the time this engagement ends, NAAC will be a much stronger player in the sector but more importantly it will have all the necessary systems in place to provide services to its members on a sustainable basis.

Rikolto DGD

The National Alliance of Agricultural Co-operatives in Uganda, NAAC entered into a partnership agreement to support Rikolto during the DGD program for the period 2022 – 2026. The program has an overall goal to contribute to sustainable food systems, including a family farmer model, respectful of the environment and which supports women and youth participation, contributing to a more inclusive society. As an outcome, NAAC and Rikolto wish to see that the rice sector in Uganda is more resilient' sustainable' and inclusive, contributing to a living income for producers and agribusiness entrepreneurs' including women and youth, while increasing the availability of sustainably produced food products on the market for the benefit of 8,750 rice farmers, 90 food system entrepreneurs and 312,000 rice consumers. The partnership is developed on the understanding that NAAC can continue, after the end of the partnership, to represent and service in a sustainable manner the end beneficiaries of this program.

EAFF e-Granary Project

E-Granary is a mobile based digital platform that facilitates the meeting of demand and supply of agricultural produce and inputs, reduce cost to serve and risks to enable service providers to gainfully



serve small holder farmers and offer targeted agronomical support to boost production and income for a better livelihood. This project focused on 3 value chains including maize, beans and soybean in 6 Districts of Kapchorwa, Bugiri, Kasese, Bugweri, Bulambuli, Kamwenge and Kasese.

The Overall Project Goal was to improve the income and living standards of participating e-Granary smallholder farmers in Uganda and Rwanda. The Overall Project

Development Objective was to increase productivity and profitability of participating E-Granary farmers.

The six cooperatives that participated in the project were Kasese Kisagazi ACE, Kamwenge-Tukolere Hamwe ACE, Kaserem ACE, Bulunguli Multipurpose cooperative, Namubuka ACE and Taabu ACE. Over 6,123 farmers were profiled onto the e-granary digital platform. The project supported the cooperatives with post-harvest handling equipment to include digital electronic weighing machines, bulking pallets, moisture meters and hermetic bags for produce storage.

Access to credit: During the project implementation, cooperatives accessed approximately US\$ 88,247 from Financial institutions including financial cooperatives (SACCOs), commercial banks e.g Equity bank that contributed US\$ 18,630 and with Post bank giving credit worth US\$ 27,397 as well as financing from some off-takers including Soybean Africa, Okeba and Grain pulse. Out of the US\$ 88,247, Kamwenge Tukolere Hamwe accessed 31% of the credit accounting for US\$ 18,630 from Equity Bank Uganda Ltd. Kisagazi Kasese received 22% of the credit accounting for US\$ 27,397 from Post Bank Uganda Ltd, while Namubuka ACE with 22% received credit from Centenary bank. The other Fos had internal credit funding from affiliated farmer SACCOs.

Improvement in Production. During the project period, a total of 2,248 MT of produce were bulked and sold by the 6 cooperatives over 2 cropping seasons valued at USD\$ 1,588,395.

Access to Market: In 2021, farmers produce together translated into sales worth US\$ 40,137 for maize, US\$ 117,499 for beans and US\$ 72,548 for soy bean, giving a grand total of US\$ 290,184. This data reflects the output on sales at the start of the project.

Project Completion: In the final year of project implementation (2022), the produce together translated into sales worth US\$ 461,370 for maize from 5 cooperatives averaging US\$ 440 per smallholder farmer. Three cooperatives sold soya bean worth US\$ 393,863 averaging US\$ 506 per smallholder farmer and a total of US\$ 225,342 for beans averaging US\$ 212 per smallholder farmer. Together the project created a value of almost US\$ 1,080,575 to the smallholder farmers. A deeper analysis of the project performance in terms of incremental sales by the cooperatives shows that by adopting the e-granary project approach of bulking/aggregating farmers' produce for storage at aggregation time and then jointly selling the produce at a later date alone led to an average of 32% increment in farmers' gross earnings. In this regard, the project interventions led to an incremental value of 239 million Uganda shillings which is approximately US\$ 65,452 US\$ to the farmers that participated in the project implementation.

E-granary project was closed in October 2022 with a Knowledge Management conference held in Kigali,Rwanda. Among the dignitaries present included the IFAD mission, the president of the Pan African farmers' federation (PAFO), CEO and technical project team from the East African farmers' federation, Project implementing partners to include; The National Alliance of Agricultural Cooperatives in Uganda, Uganda Farmers' Federation (UNFFE), Microfinance Support Center, Equity Bank (U) and Vision Fund, delegates from the national farmer organizations from Kenya, Tanzania and Rwanda as well as the business partners from Kenya, Uganda, Tanzania and Rwanda.

Way forward: NAAC has signed an MOU with Microfinance Support Centre to increase access to affordable credit for farmer organizations.



The project closed with a Knowledge Management workshop which was chaired by the NAAC Advisory Chair Ms. Elizabeth Nsimadala (EAFF President) in Kigali-Rwanda.

Workshop was attended by among:-

- ◆ NAAC Chairperson Mr. Emmy G. Sayekwo,
- ◆ CEO Mr. Samuel Sentumbwe,
- ◆ Mr. James Muhwezi from Microfinance Support Centre and
- ◆ NAAC's E-granary project coordinator Mr. Emmanuel Ngolobe.



NAAC At COP 27 in Sharma El Sheik - Egypt 2022

The NAAC Advisory Board Chairperson Ms. Elizabeth Nsimadala, who also doubles as the EAFF President and WFO Africa Representative, together with the NAAC CEO Mr. Samuel Sentumbwe, participated at the Cop 27 and together represented the Uganda and Africa position in more than ten panels. These included Food Systems Transformation on Re-purposing subsidies, adaptation finance, Regenerative agriculture - Regen 10, Just Rural Transition, launch of the Double Consumption of Beans campaign and participated at the launch of Africa Union Climate Adaptation Strategy among others.

In the lead up to the event, NAAC took part in the EAFF members' consultations that resulted into the EAFF Call to Action for Cop 27 with priority focus around ;

- ◆ Increased financing to support climate actions by smallholder farmers:-
- ◆ Support for developing on-ground actions for small farming systems
- ◆ Strengthen farmer engagement in international climate discussions
- ◆ Support to policy and advocacy development in E.A
- ◆ Push for concrete adoption of the Loss and damage fund.

At Cop 27, NAAC delegation also participated in the UNFCCC Farmers Position for Cop27 and farmers constituency meetings.

FAO appointed Ms. Elizabeth Nsimadala as the Vice Chairperson of the First Ever Sustainable Plant Production Conference (thematic Farmers and Policy) that took place from 2nd to 4th of November 2022 at the FAO Headquarters in Rome.

At the same event she presented the experience of farmers and inputs and gave recommendations to FAO and development partners on what should be done to improve and increase access of farm inputs by farmers.



The meeting also appointed her to present the Conference Recommendations in the Plenary on behalf of the participants a clear manifestation of the recognition of the role that farmers play in sustainable plant production.

Elizabeth continues to follow up on the implementation of the resolutions which starts soon at national level and hope to position NAAC to be the centre of the implementation.

FAO Appointed Ms. Elizabeth Nsimadala (NAAC Advisory Board Chairperson) as the Vice Chairperson of the One Country One Priority Commodity Project (OCOP) for Africa Region. The committee will follow up, oversee and make recommendations to the project implementing committees for successful implementation of OCOP. Under this project, the different countries are supposed to chose the value chain where they have a Competitive Advantage over the rest with potential for availability of materials and opportunities for job creation especially for youth and women.

**NAAC Advisory Chairperson
Ms. Elizabeth Nsimadala,
with
FAO Director General
Mr. Qu Dongyu (center)
and
Mr. Martin Kropff M.D
Resilient Agrifood Systems, CGIAR
at
FAO Headquarters
in Rome.**





*NAAC Advisory Chair
at the
IFAD Eastern and Southern Africa Farmers Forum
in - Tanzania*

The NAAC Advisory Chairperson and EAFF President who was also the Chair of the ESA Steering Committee led the delegation to the official opening of the Forum where the Deputy Minister of Agriculture of the United Republic of Tanzania officially opened the meeting.

The meeting aimed at creating an opportunity for the farmers to interact with IFAD Country

Project Managers and exploit opportunities for collaboration between Government, IFAD and FOs as service providers in the various projects. The Forum concluded with an action plan that would be implemented by NFOs, RFOs and IFAD and the progress will be reported in the next Global Farmers Forum in 2024 in Rome.

During the year, the NAAC Advisory Chairperson had several engagements with the NAAC Board through the Chairperson and the staff especially the CEO to provide guidance and direction in the implementation of NAAC Strategic Plan and Fundraising Strategy.

She has continued to support NAAC in resource mobilization through the various organizations she sits on Board and lobbied for NAAC representation in various meetings regionally and Globally which has improved its visibility.

The Feed the Future Uganda Inclusive Agricultural Markets (FTF IAM) Activity funded project on “Strengthening Inclusivity and Responsiveness in Agricultural Policy (SIRAP).

The National Alliance of Agriculture Cooperative in Uganda (NAAC) with support from Feed the Future IAM is implementing one-year project which is geared towards strengthening inclusivity and responsiveness in agricultural policy in 5 districts in the Feed the Future Zone of influence in Uganda. NAAC seeks to build capacity of Producer Organizations and local level advocacy to influence decisions aimed at improving their market participation and the enabling environment for agriculture.

In pursuit of this agenda, NAAC is building on the Feed the Future Producer Organization (PO) Activity and is playing a facilitative role in strengthening the capacity of farmers and their organizations to engage with key decision-makers on matters that affect meaningful participation in agriculture as a business in the Districts of Kasese, and Kamenge (South Western Uganda); Kapchorwa and Bulambuli (Eastern Uganda), and Lira (Northern Uganda).

In addition to supporting NAAC’s business modelling and testing processes, the activity is establishing/reactivating formal spaces and structures that will enable the Producer Organizations (POs) and other stakeholders to formally engage the various decision-makers at the local level. Those efforts are meant to result into the formation of self-sustainable advocacy platforms hosted by the District Local Governments but owned by the farmers and their POs.

In December 2022, inception meetings to introduce the activity to the District Local Governments, Farmer Organizations and other key stakeholders were held in the 5 districts and were attended by 85 participants (63 males and 22 females). The districts advocacy platforms were formally established and/or reactivated during the second field activity that were held in January 2023. The DAPs were reactivated in both Kasese, Bulambuli, Kamwenge districts but were formally established in Kapchorwa and Lira Districts. The District Advocacy Platform Steering Committees (DAPSC) were also established during the same meetings. The activity is still on-going.

OPPORTUNITIES FOR NAAC

- The agriculture sector is still virgin, relevant and vital to the social-economic development of Uganda. The sector has a lot challenges and gaps and this creates an opportunity to NAAC to continue being relevant as its work contributes to a sector that is widely considered and truly so, to be the engine and backbone of the country.
- In relation to the above, the policy and legal environment of the sector leaves a lot to be desired, and this makes the advocacy and policy department of NAAC more relevant.
- The NAAC is continuing to increase its footprint in the cooperative sector as well as the development partner spaces. Currently there are numerous development partners interested in supporting the sector through POs are available and should be taken advantage of.
- NAAC's management that has wide experience in the sector and this creates confidence and trust from external stakeholders and partners.

CHALLENGES

1. Advocacy is an information and evidence-based activity but NAAC lacks a fully-fledged research team to furnish up-to-date data for advocacy
2. In relation to the above, NAAC also needs a well-established and managed information system for capturing, storing and documenting data and information for advocacy.
3. NAAC needs a more robust advocacy strategy with clear, deliberate and specific documented direction on issues pertaining lobby, and advocacy.



NAAC Advocacy team met key stakeholders in Kapchorwa District to discuss issues of the District Advocacy Platforms.

Other activities NAAC participated in - Pictorial Form



The Ministry of Agriculture, Forestry and Fisheries (MAFF), Government of Japan in partnership with the International Cooperative Alliance (ICA) implemented a 'Capacity Building Project for Farmer's Organizations to support the development of Food Value Chain in Asia and Africa for three years starting 2020. NAAC being a member of WFO, its Chairperson Mrs. Constance Kabaranzi from Tukorere Hamwe ACE was nominated to participate in an online training course: **Strengthening of Marketing through Improvement of Quality of Farm Produce and Expansion of Marketing Channels**

Right: The NAAC's Treasurer, Mr. Issa Y. Kamonges from Kaserem ACE led and participated (together with the LDG officials) in a tree planting activity, as part of International Coop Week activity preceding the Int. Coop. Day celebrations. He distributed coffee seedlings and other trees to farmers in Kapchorwa District.



Left: NAAC Advisory Chair Ms. E. Nsimadala led an EAFF presidential mission to partners in Uganda among whom they met and had discussions with the State Min. of Cooperatives Hon. Fred Gume.

Right: The team also met and held discussions with Hon. Frank Tumwebaze, Min. of Agriculture Animal Industry and Fisheries at his offices.



Left and Below: e-Granary grant completion Mission led by Ms. Line Kaspersen (Mission Consultant) accompanied by Mr. Anthony Kanyoki (EAFF), verifying the procured inputs under e-Granary project in Bulunguli Multi-Purpose Coop. Ltd. (one of the beneficiaries of EAFF distributed inputs).



Organization Capacity Assessment (OCA) Exercise

NAAC Board and Staff participated in the Organization Capacity Assessment (OCA) exercise conducted by Eastern Africa Farmers' Federation (EAFF) at Hotel Africana.



The goal of this exercise was to assist NAAC in assessing the critical elements for effective organizational management and identifying those areas that needed strengthening or further development.



NAAC Vice Chair, Mrs. Constance Bangirana (left) and the EAFF President Ms. Elizabeth Nsimadala (above) give their remarks at the OCA closing exercise.

Agribusiness and Market Systems Development

The Agribusiness department is mandated with two broad areas;

- a) Supporting capacity strengthening in institutional development for members as well as offering BDS to partners working with co-operatives and pre-co-operative farmer organizations
- b) Supporting co-operatives to develop capacity in business management and foster linkage to better markets and sustainable access to key business support services required across entire value-chains

The concluded year 2022 saw an easing of lock-downs after the Covid-19 pandemic which devastated businesses across the world, and indeed almost brought NAAC's work to a standstill. This affected NAAC's ability to fully fulfil its mandate in line with NAAC's primary mission to foster and co-ordinate market system relationships for provision of high quality holistic agricultural and co-operative support services to members and partners. However, the department of Agribusiness accomplished the following through the period January to December, 2022;

i. AMEA-MTIC Pilot

NAAC being one of the implementing partners under the pilot project **A Systemic Approach To Economic Growth** funded by the Agribusiness Market Ecosystem Alliance (AMEA), whose overall goal is to develop a system that - when scaled up - will create a sustainable systemic change in cooperative development work in Uganda using data-driven methods. The pilot is implemented by NAAC, Agriterra, Rikolto and MTIC courtesy of a grant from AMEA's Tool Improvement Facility. After the key activities where NAAC participated in, which included;

- a) Development of a Rapid Assessment Tool (RAT), which was used in scoping of the co-operative landscape in Uganda,
- b) Supported SCOPEinsight during development of the National Co-operative Database of all co-operatives assessed using the rapid assessment tool,
- c) Supported the scoping of the agricultural co-operative landscape through assessment of a sample of 216 assessments across the country and various value chains in order to collect data for the National database. NAAC on its own conducted 15 of the assessments, mainly targeting its members,
- d) NAAC also conducted 30 follow-up assessments, targeting its members and other key value chains in the country (for example the oilplam growers' co-operative in Kalangala) using the SCOPE Basic assessment tool, which helped internal capacity weaknesses amongst the targeted co-operatives to be identified and analyzed for planning of capacity strengthening, which is currently ongoing for a selected group of co-operatives.



The NAAC participated in the launch of the National Co-operative Database, which was officiated by the Minister of State for Co-operatives Hon. Fred Gume, as part of the Co-operative week celebrations in July. This was the culmination of the implementation of the Pilot to assess and collect data on targeted co-operatives on various parameters from registration details to financial performance. This breakthrough demonstrated to government and partners that it is possible to have a

national-level database that can be used to guide decision-making on co-operative policy. Among the benefits NAAC included establishment of a working relationship with international partners which support FOs across the board. These include SCOPEinsight, Rikolto, Agriterra and AMEA. The pilot also further strengthened NAAC's relationship with the Ministry of Trade, Industry and Co-operatives, and demonstrated the role sector actors need to play as part of a system-wide strengthening approach, with the government at the centre. This relationship is also vital for NAAC members' sustainability. NAAC has also been able to seize an opportunity to use internationally recognized and peer-reviewed SCOPE assessment tools, which have enabled it to conduct assessments for its members and benchmark against similar FOs across the world. This will enable NAAC to design tailor-made capacity strengthening strategies for members and partners, based on assessment data.



Mrs. Geraldine Ssali Busuulwa Permanent Secretary MTIC and *His Excellency Koen van Acoleyen*, the First Secretary, Embassy of Belgium (represented the Ambassador), gave their remarks at the AMEA-MTIC Pilot project database launch.

ii. SUPPORTING MEMBERS' ACCESS TO AGRICULTURAL INSURANCE SERVICES

One of the challenges limiting farmers and some actors from increasing investment in the agricultural sector is the prevalent risky nature of farming in Uganda. This also restricts how much credit the sector receives from financial service providers. As a way to buy down the risk and attract credit as well as investments from various sources, NAAC, through the department, set out to identify partners who could support members in addressing these inherent risks. As such, NAAC signed a MoU with the Agricultural Insurance Consortium (AIC) to enable members' access to the government agricultural insurance subsidy. The AIC built the technical capacity of NAAC staff to enable them better understand; the agricultural insurance concepts and how the government subsidy is calculated. In the process a pool of NAAC trainers has been created and is marketing these services to the NAAC membership. NAAC also facilitated training of farmers across the country with an aim of playing an agent role and book farmers who choose to enrol for the insurance service.

Beyond AIC, NAAC has also partnered with CIC Uganda to further deepen the involvement and support for members to enrol for the insurance scheme whose expected results will go beyond just compensation in case of income loss due to weather vagaries, but also improve their bankability in as far as access to credit is concerned. Sensitization and recruitment of farmers is still on-going. Although there was distortion in the

progress of this achievement due to the failure of government to renew the ag-insurance subsidy, farmers are aware of the benefits of taking crop insurance and a good number will continue taking out insurance policies.

iii. **CLIMATE SMART AGRICULTURE SCALING PROJECT: Enhancing Resilience and Adaptive Agriculture Livelihoods Activity (ERAAL)**

One of NAAC's key thematic areas (number 3) is on Research and Innovation while number 6 focuses on Greening the Co-operative movement. In order to contribute towards these thematic areas, NAAC's strategy is to partner with various actors especially research institutions so that it bridges the gap between new innovative technologies and the target beneficiaries, smallholder farmers who form the bulk of NAAC's membership. Collaborations would also enable NAAC to tap into resources from other actors in order to contribute towards support to its members to adapt to climate change and mitigation of its effects. This was the justification behind the collaboration between NAAC and IITA and NARO under the USAID-funded FtF Climate Smart Agriculture Scaling project.

NAAC is supporting the implementing partners (IITA and NARO) to build capacity of farmer organizations so that they are able to adopt new Climate Smart Agriculture (CSA) technologies and also create a platform for their commercialization, for sustainability purposes. NAAC is also supporting formation of district-level multi-stakeholder platforms where various stakeholders involved in CSA and commercial agricultural activities under the public and private sectors can converge for learning, reflection and innovative purposes. Although the Activity covers more districts, NAAC works in only 6 and where it supports 7 farmer organizations spread across central, northern, eastern and southwestern Uganda and NAAC will support them over 3 years. These include existing FOs as well as new ones formed by NAAC as part of its support activities. The technologies being scaled up include production-enhancing (adoption of better varieties, better agronomic practices and cropping calendar, postharvest-handling practices and shade tree selection for coffee farmers) in maize, beans and coffee production. The target districts are Abim, Luwero, Oyam, Ntungamo, Gulu and Mbale. The first year of implementation has been completed in September and some of the accomplished activities are described below.

A. Existing POs;

- i. Assessed the capacity of existing FOs using the NAAC's in-house FO Capacity Assessment Tool to understand capacity gaps for strengthening purposes
- ii. Developed capacity improvement plans based on assessment reports and with input from the implementing partners
- iii. Supported streamlining of governance structures in some existing POs and facilitated AGMs where election of leaders has taken place
- iv. Conducted induction trainings for newly elected leaders in existing POs
- v. Guided development and review of governance manuals and operational guidelines, to suit changes in business
- vi. Guided development and review of business models to incorporate CSA technology commercialization
- vii. Began laying the groundwork for formation of district-level MSPs

B. New POs

- i. Held introductory meetings with IPs and farmer leaders in target districts to identify common bonds and guide on necessity for formal FOs being registered in the target communities
- ii. Supported the formation and registration of new coffee farmers co-operatives in Abim and Oyam districts
- iii. Supported newly registered co-operatives to hold first members' general assemblies and elect substantive leaders
- iv. Conducted induction meetings for the elected leaders in new co-operatives

- v. Guided new co-operatives to develop business models to better visualize their intended path to supporting service delivery to members through CSA
- vi. Developed governance and operational guidelines for newly formed co-operatives

C. Cross-cutting Activities

- i. Commenced activities to assess the status of existing Multi-stakeholder Platforms (MSPs) and support identification of stakeholders to discuss the possibility to work with existing MSPs or to support establishment of new ones.

Lessons learnt

Working with District Commercial Officers was good in that it led to smooth running of activities and it's also a sustainability tool since the project will close but they will always be available to support the FOs.

Challenges and Mitigation measures

Time management by farmer leaders and staff (management) was a very big challenge because few people would keep time for meetings.

Future plans and Recommendations

- ◆ The NAAC field team will continue with activities for year two since the project is three years.
- ◆ A work-plan for the new period (2022/2023) was also finalized and approved by the contracting partners.

iv. RIKOLTO - DGD PROGRAM 2022 - 2026

The National Alliance of Agricultural Co-operatives in Uganda, NAAC entered into a partnership agreement to support Rikolto during the DGD program for the period 2022 – 2026. The program has an overall goal to contribute to sustainable food systems, including a family farmer model, respectful of the environment and which supports women and youth participation, contributing to a more inclusive society. As an outcome, NAAC and Rikolto wish to see that the rice sector in Uganda is more resilient' sustainable' and inclusive, contributing to a living income for producers and agribusiness entrepreneurs' including women and youth, while increasing the availability of sustainably produced food products on the market for the benefit of 8,750 rice farmers, 90 food system entrepreneurs and 312,000 rice consumers. The partnership is developed on the understanding that NAAC can continue, after the end of the partnership, to represent and service in a sustainable manner the end beneficiaries of this program.

NAAC and Rikolto will jointly formulate a strategy on how to achieve the changing contexts above-mentioned outcome and NAAC's role in implementing the strategy is;

- i. To train and coach 13 FOs in SRP standard
- ii. To build the capacity of a minimum of 90 food system entrepreneurs to develop BDS, including SRP assurance, internal control systems and financial services
- iii. To generate convincing evidence on the profitability of SRP rice production for rice farmers to influence more farmers to adopt SRP
- iv. To assess 13 FBOs (based on SCOPE insight assessment tools) and coach them on business management (based on the IWA guidelines)

The program targets 13 FOs spread over 9 districts in eastern and northern Uganda. The accomplishments so far are described in the table below.

Table I: NAAC Achievements under DGD - 2022

S/N	Outputs, Sub-outputs and Activities
I.0	Outcome: The rice sector in Uganda is more resilient, sustainable and inclusive providing a living income for producers and agribusiness entrepreneurs, including women and youth, while increasing the availability of sustainably produced food products on the market.
I.1	Preparatory activities
I.1.1.	NAAC team conducted backstopping visits to FBOs under DINU and guided on the procedure to follow for formal registration as co-operative societies. The visits were conducted in the districts of Otuke, Alebtong, Amolatar and Kapelebyong
I.1.2.	NAAC team attended introductory meetings in eastern Uganda, covering seven FBOs in the districts of Butaleja, Bugweri, Kween, Bulambuli and Nakapiripirit
I.2.	Capacity development activities
I.2.1	NAAC conducted induction trainings for newly elected leaders in 4 FBOs. The induction was meant to help newly elected leaders to understand their roles and responsibilities in their new position and prepare them for extension of service to their members. The FBOs include DIFACOS, Bunambutye ACE, TAAB ICSSL and Manafwa Basin Rice Farmers Co-operative Society
I.2.2.	As part of the business management support, the leaders of the 4 FBOs were supported to review the existing business models and draw plans for update with guidance from the NAAC technical team.
I.2.3.	To support the improvement in financial management system and its development, the NAAC team conducted detailed reviews of the existing FM systems and gaps to address were documented and discussed with leaders and management in the 4 FOs. The improvement process has begun in September and will continue for the next period.
I.2.4	FBOs were also supported to build strong membership bases through mobilization and capacity building of members at RPO and Block level. This was implemented in; a) DIFACOS (200), b) Bunambutye (105) and c) TAABU ICSSL (236)



NAAC and Rikolto team at DGD program inception meetings with farmer leaders of DIFACOS-Doho in Butaleja Distr., Taabu Integrated ACE in Bulambuli Distr. and Busowa Traders & Rice Farmers Coop in Bugiri Distr.

Challenges and Lessons Learned

The activities conducted during the months of September to December 2022, led to some discoveries which need to be considered for effective delivery of impactful support activities to the FBOs selected under the program. Some of these are described below;

- a) The time taken between capacity assessment (and accompanying performance improvement plan development) and delivery of Technical assistance to address the identified gaps needs closer monitoring. It has been discovered that for most of the FOs, the gaps have become worse and have led to a near stalling of business and a backward trend in professionalism in some areas. Some hitherto good areas have also been affected to some degree. This has been more prevalent in budget utilization and prioritization of activities for funding and adherence to FO's own operational policies.
- b) The delays in finalizing the contracting process led to distortion of NAAC's planned implementation and staff time allocation. There has been need to increase staff time allocations to DGD implementation in order to make enough ground on planned work for the year, which has had some effects on NAAC work.
- c) There has been delay in confirmation of new FOs to bring on board, and as well a delay in confirming the first activity for them, which would be SCOPEinsight assessment to understand their capacity status. This has led to another distortion of the developed plan for the implementation team and therefore a need for identifying which activities to replace the delayed ones with.

Table 2: Summary of supported Agribusiness Activities in 2022

No.	Project Name	Start date	Funder and budget	Project goals (NAAC Specific)	Progress during the year	Activities for the next period
1	Enhancing Resilience and Adaptive Agriculture Livelihoods Activity (ERAAL) also known as Climate Smart Agriculture Scaling Project	Oct 2021	IITA and NARO, USD 72,000	<ol style="list-style-type: none"> i. Support capacity strengthening of existing POs to enable commercialization of CSA technologies ii. Guide formation of new POs for CSA technology scaling and commercialization 	<ol style="list-style-type: none"> i. Supported formation of new co-operatives in Oyam and Abim and guided election of substantive leaders. ii. Conducted AGMs in Paicho Kal iii. Developed governance and operational policies for existing and new POs iv. Reviewed business models to suit CSA commercialization of new technologies v. Began engagement with DLGs to identify actors to be part of the MSPs 	<ul style="list-style-type: none"> • Review previous year activities and design changes to suit desired levels for achieving project goals • Guide formation of MSP at district • Support initial quarterly meetings of MSPs at district level
2	DGD Program	Sept, 2022	Rikolto, annual budget	<ol style="list-style-type: none"> i. To train and coach 13 FOs in SRP standard 	<ol style="list-style-type: none"> i. Attend introductory meetings with target stakeholders in the 	<ol style="list-style-type: none"> i. Assess 9 FBOs using the SCOPE Basic tool

			130.7M	<ul style="list-style-type: none"> ii. To build the capacity of a minimum of 90 food system entrepreneurs to develop BDS, including SRP assurance, internal control systems and financial services iii. To generate convincing evidence on the profitability of SRP rice production for rice farmers to influence more farmers to adopt SRP iv. To assess 13 FBOs (based on SCOPE insight assessment tools) and coach them on business management (based on the IWA guidelines) 	<ul style="list-style-type: none"> ii. Conducted induction meetings for newly elected leaders and staff in 4 FOs iii. Guided leaders in the review of business models with an objective to have guidance for business plan reviews iv. NAAC also engaged leaders and management staff to review the financial management systems in 4 FOs 	<ul style="list-style-type: none"> ii. Develop Capacity Improvement plans for 13 FBOs iii. Coach 13 FBOs in business and management iv. Conduct spotting activities to identify potential food system entrepreneurs, with priority on women and youth v. Facilitate events to select finalist potential food system entrepreneurs for capacity building support vi. Build capacity of selected food system entrepreneurs through coaching or attachment to incubation opportunities
3	AMEA – MTIC Pilot	Dec, 2020	AMEA, Euros 27,515	<ul style="list-style-type: none"> • Co-develop rapid assessment tool • Undertake scoping activities, using the RAT • Undertake follow-up assessments, using SCOPE Basic tool • Co-develop the National Co-operative Database • Attend Steering Committee meetings 	<ul style="list-style-type: none"> • Co-developed the rapid assessment tool and participated in the landscape scoping exercise, using the newly developed tool • Undertook follow-up assessments, assessing 31 co-operatives, mostly NAAC members, using SCOPE Basic tool • Supported members of NAAC to develop performance improvement plans, basing on assessment results • Co-developed the National Co-operative Database • Attended all Steering Committee meetings • Supported the launch of the National Co-operative Database 	The pilot project is closed but NAAC is in partnership with the Implementing partners to mobilize resources for scaling and further development of the database

FINANCE & ADMINISTRATION DEPARTMENT

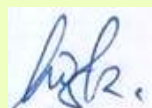
STATEMENT OF FINACIAL POSITION AS AT DECEMBER 31, 2022

	Notes	DECEMBER 2022 Ushs	DECEMBER 2021 Ushs
ASSETS			
Non-current assets			
Property, plant and equipment	2	6,917,888	8,220,400
Total non-current assets		<u>6,917,888</u>	<u>8,220,400</u>
Current assets			
Accounts receivables	3	191,316,834	130,079,053
Cash and bank	4	42,764,732	63,984,566
Total current assets		<u>234,081,566</u>	<u>194,063,619</u>
TOTAL ASSETS		<u>240,999,454</u>	<u>202,284,019</u>
EQUITY AND LIABILITIES			
Capital and reserves			
Share capital	5	6,500,000	5,300,000
Statutory reserves	7	18,592,831	17,762,523
Capital transfer reserves funds	7	4,065,455	4,017,455
General reserve	7	2,232,029	6,485,000
Retained earnings	7	70,678,711	65,973,634
		<u>102,069,026</u>	<u>99,538,612</u>
Current liabilities			
Trade & accounts payables	6	138,930,428	102,745,407
Total equity and liabilities		<u>240,999,454</u>	<u>202,284,019</u>

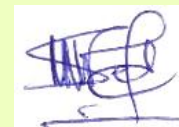
The financial statements were approved for issue by the Board of Directors on 13th April, 2023 and signed.



.....
Chairman



.....
Treasurer



.....
Chief Executive Officer

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2022

	Notes	DECEMBER 2022 Ushs	DECEMBER 2021 Ushs
Income /Funding	8	<u>98,098,521</u>	<u>183,670,448</u>
		<u>98,098,521</u>	<u>183,670,448</u>
Grant income			
Grants received during the year	9	<u>469,690,525</u>	<u>120,677,095</u>
Total grants available		<u>469,690,525</u>	<u>120,677,095</u>
Total funds available		<u>567,789,046</u>	<u>304,347,543</u>
Less expenditure			
Administrative expenses	10	31,495,855	32,823,902
Personnel expenses	11	18,173,572	35,993,000
Governance expenses	12	7,834,185	2,645,000
Core project expenses	13	22,200,000	33,373,000
Other operating expenses	14	12,859,524	43,788,000
Grant expense	9	393,682,235	24,611,688
Provision for un utilized grants c/f		<u>76,008,290</u>	<u>96,065,407</u>
Total expenditure		<u>562,253,661</u>	<u>269,299,997</u>
Net surplus for the year		5,535,385	35,047,546
<u>Appropriation</u>			
Statutory reserves		553,539	3,504,754
Development fund		276,769	1,752,377
Education fund		-	3,043,475
Share reserve funds		48,000	1,401,902
Retained earnings		<u>4,657,077</u>	<u>25,345,038</u>
Total		<u>5,535,385</u>	<u>35,047,546</u>

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DEC. 31, 2022

	SHARE CAPITAL	STATUTORY RESERVES	CAPITAL TRANSFER RESERVE FUND	GENERAL RESERVES	ACCUMULATED RETAINED EARNINGS	TOTAL
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs
At 01 January 2022	5,300,000	17,762,523	4,017,455	6,485,000	65,973,634	99,538,612
Share issue	1,200,000	-	-	-	-	1,200,000
Transfer to share capital reserve funds	-	-	48,000	-	-	48,000
Net surplus for the year	-	-	-	-	5,535,385	5,535,385
Statutory reserve (10% net surplus)	-	553,539	-	-	(553,539)	-
Development fund (5% net surplus)	-	276,769	-	-	(276,769)	-
Education fund (1% turnover)	-	-	-	-	-	-
Adjustments on General reserves	-	-	-	(4,252,971)	-	(4,252,971)
At December 31, 2022	6,500,000	18,592,831	4,065,455	2,232,029	70,678,711	102,069,026

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DEC. 31, 2021

	SHARE CAPITAL	STATUTORY RESERVES	CAPITAL TRANSFER RESERVE FUND	GENERAL RESERVES	ACCUMULATED RETAINED EARNINGS	TOTAL
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs
At 01 January 2021	5,100,000	9,461,917	2,615,553	6,485,000	40,628,596	64,291,066
Share issue	200,000	0	0	0	0	200,000
Transfer to share capital reserve funds	0	0	1,401,902	0	(1,401,902)	0
Net surplus for the year	0	0	0	0	35,047,546	35,047,546
Statutory reserve (10% net gain)	0	3,504,754	0	0	(3,504,754)	0
Development fund (5% net surplus)	0	1,752,377	0	0	(1,752,377)	0
Education fund (1% turnover)	0	3,043,475	0	0	(3,043,475)	0
At December 31, 2021	5,300,000	17,762,523	4,017,455	6,485,000	65,973,634	99,538,612

STATEMENT OF CASH FLOWS YEAR ENDED 31 DECEMBER 2022

	Notes	DECEMBER 2022 Ushs	DECEMBER 2021 Ushs
Cash flows from operating activities			
Surplus for the year	2	5,535,385	35,047,546
Depreciation		4,242,425	4,242,425
Adjustment for previous period		<u>58,087</u>	=
Operating funds before working capital changes		9,835,897	39,289,971
Cash flows from working capital changes			
Increase in receivables	3	(61,237,781)	(31,890,829)
Increase in payables	6	<u>36,185,021</u>	<u>61,270,407</u>
Cash outflow from working capital changes		(25,052,760)	29,379,578
Net cash outflow from operating activities		(15,216,863)	68,669,549
Cash flows from investing activities			
Purchase of assets		<u>(2,950,000)</u>	<u>(5,278,000)</u>
Net cash outflow from investing activities		(2,950,000)	(5,278,000)
Cash flows from financing activities			
Proceeds from issue of shares	5	1,200,000	200,000
Decrease in reserves	7	<u>(4,252,971)</u>	<u>0</u>
Net cash (Outflow) from financing activities		(3,052,971)	200,000
Net decrease in cash and cash equivalents		(21,219,834)	63,591,549
Cash and cash equivalents at 1 January 2021		<u>63,984,566</u>	<u>393,017</u>
Cash and cash equivalents as at Dec. 31, 2022	4	<u>42,764,732</u>	<u>63,984,566</u>

EXTERNALLY FUNDED PROGRAMME ACTIVITIES FOR YEAR ENDED 31 DECEMBER 2022

Grant Revenue	2022			
	Ushs Bal b/d	Ushs Additions	Ushs Utilisation	Ushs Bal c/f
AMEA/MTIC PILOT	18,459,175	0	16,591,378	1,867,797
CSA (IITA, NARL & NaCORI)	35,326,160	124,012,400	161,232,983	(1,894,423)
EAFF (East African Farmers Federation)	45,280,072	216,612,718	192,684,077	69,208,713
RIKOLTO	<u>0</u>	<u>30,000,000</u>	<u>23,173,797</u>	<u>6,826,203</u>
Total	<u>99,065,407</u>	<u>370,625,118</u>	<u>393,682,235</u>	<u>76,008,290</u>



NAAC offices on Quality Shopping Village, Naalya – Namugongo Rd.

Appendix I: NAAC's Current Board of Directors & Other Committees.

Current Board Members

No.	Names	Position	Name of Cooperative/Union	Region
1.	Emmy Geoffrey Sayekwo	Chairperson	Sebei Elgon Cooperative Union	Eastern
2.	Ms. Constance Bangirana	Vice Chairperson	Kamwenge Tukorere Hamwe Grain Producers ACE Ltd	Western
3.	Mr. Kamonges Issa	Treasurer	Kaserem Area Cooperative Marketing Enterprise Ltd	Eastern
4.	Mr. Charles Kiima Thembo	Board Secretary	Kisagazi Kasese Coffee Farmers ACE Ltd	Western
5.	Mr. Grace Lubowa Kyaterekera	Member	Nazigo Area Cooperative Enterprise Ltd	Central
6.	Mr. Okello Charles	Member	Cwero Cooperative Society Ltd	Northern
7.	Mr. Mwijuka Douson Karibahena	Member	Banyankole Kweterana Cooperative Union	Western

Supervisory Committee:

No.	Names	Name of Cooperative/Union	Region
1.	Mr. Mulumba Njogo	CBS PEWOSA Nsindika Njake Eyeeterekera Cooperative Society Ltd.	Central
2.	Rev. Peter Kanywamusayi	Bukhulo Oil Seed Farmers' Cooperative Union Ltd	Eastern
3.	Mr. Isaac Mugabe	Namubuuka Grain Producers ACE Ltd	Eastern

Vetting Committee:

No.	Names	Name of Institution	Region
1.	Mr. Nimrod Wambette	Mt. Elgon Agroforestry Communities Cooperative Enterprise Ltd	Eastern
2.	Mr. Yunus Amanyia	Nyabubaare Area Cooperative Enterprise	Western
3.	Mr. Ayub Wasige	Doho Irrigation Scheme Farmers' Cooperative Society Ltd	Eastern
4.	Chief Executive Officer	NAAC	Central
5.	Cooperative Officer	The Cooperative Department - MTIC	Central

NAAC's Current Partners & Collaborators

