



UGANDA COUNTRY COORDINATING MECHANISM FOR THE GLOBAL FUND



2024

ANNUAL REPORT

MESSAGE CHAIRPERSON



66 **Together, we have not only improved access to essential healthcare services but have also championed innovative solutions that enhance sustainability and impact.**

As we reflect on the milestones achieved in 2024, I am filled with immense pride and gratitude for the collective efforts that have driven the Uganda Country Coordinating Mechanism (CCM) closer to our shared vision of a healthier nation. This year has been marked by remarkable progress in our fight against HIV/AIDS, tuberculosis, and malaria, as well as in strengthening our health systems to address emerging public health challenges.

Our success is a testament to the unwavering commitment of our partners, including government agencies, civil society organizations, development partners, and the communities we serve. Together, we have not only improved access to essential healthcare services but have also championed innovative solutions that enhance sustainability and impact.

In 2024, the Uganda CCM undertook comprehensive site visits and engagements with Principal

Recipients to ensure effective program implementation and accountability. These collaborative efforts have yielded valuable insights, reinforcing the need for continued partnership and alignment with national priorities.

As we prepare to embark on another year, we remain steadfast in our resolve to build on these achievements. Our focus will remain on fostering inclusivity, equity, and innovation in health programming, ensuring that no one is left behind in our pursuit of universal health coverage.

I extend my heartfelt gratitude to all stakeholders for their dedication and collaboration. Let us continue working together to create a healthier and more prosperous Uganda.
Sincerely,

Dr. Medard. K. Bitekyerezo
Chairperson
Uganda Country Coordinating
Mechanism (CCM) Board

MESSAGE

EXECUTIVE SECRETARY



As we close another remarkable year, I am honoured to present the 2024 Annual Report of the Uganda Country Coordinating Mechanism (CCM). This report is a reflection of the collaborative spirit, resilience, and commitment that have defined our journey in addressing Uganda's public health challenges.

The year 2024 has been pivotal in advancing our mandate.

Through robust oversight, strategic partnerships, and continuous capacity strengthening, the CCM Secretariat has worked diligently to ensure the effective implementation of Global Fund-supported programs. These efforts have translated into improved health outcomes, greater accountability, and stronger community engagement in the fight against HIV/AIDS, tuberculosis, and malaria.

Key highlights of the year include enhanced engagement with Principal Recipients, innovative approaches to oversight including the use of the CCM

dashboard, and significant strides in addressing barriers to equitable healthcare access. These achievements would not have been possible without the dedication of our stakeholders and the communities we serve.

Looking ahead, the Secretariat remains committed to fostering collaboration, promoting sustainability, and driving impactful initiatives that align with Uganda's national health priorities. We will continue to champion transparency, inclusivity, and innovation in all our efforts to ensure that every resource contributes to saving lives and strengthening our health systems.

On behalf of the Uganda CCM Secretariat, I extend my deepest gratitude to all partners for your unwavering support and partnership. Together, let us build on the achievements of 2024 and forge a healthier future for all Ugandans.

Tonnie Stieve Luyimbazi
Executive Secretary
Uganda Country Coordinating
Mechanism (CCM) Board

“
These efforts have translated into improved health outcomes, greater accountability, and stronger community engagement in the fight against HIV/AIDS, tuberculosis, and malaria.”

Constituency	Substantive	Alternate
Committee Leadership		
CCM Board Chairperson	Dr. Medard. K. Bitekyerezo	
Vice CCM Board Chairperson	Kenneth Akiiri	
POC Chairperson	Allen Kuteesa	
F&P Chairperson	Emmanuel Kimbowa	
PD&RM Chairperson	Elizabeth Mushabe (until August 2024)	
EC Chairperson	Kuraish Mubiru	
CCM Members		
MoH	Dr. Diana Atwine	Dr. Charles Olaro
	Kenneth Akiiri	Dr. Daniel Kyabayinze
MoFPED	Mohamed Kabaale	Caroline Namukwaya
UAC	Dr. Nelson Musoba	Charles Emma Ofwono (until June 2024)
		Judith Namara Ninsiima
MoLG	Emmanuel Kimbowa	
	Benon Kigenyi (Until March 2024)	
Research, Academia, Science and Professional Associations	Prof. Sam Okware	Dr. Celestino Obua
Faith Based Organisations	Florence Nassanga Musoke	Alhadji Nasser Magezi
Private Sector	George Tamale	Dr. Christine Ogwang
International NGOs	Mary Grace Alwano	Trevor Biranshesha (until June 2024)
National NGOs	Dr. Jackson Bitarabeho	Flavia Kyomukama
Persons Living with HIV	Kuraish Mubiru	Immaculate Owomugisha
Persons affected by TB	Allen Kuteesa	Dr. Kenneth Mugisha
Persons affected by Malaria	Chemuko Fred Wakuri	Lilian Kamanzi
US Government	Mary Borgman	Dr. Vamsi Vasireddy (until August 2024)
		Jessica Healey
Bilateral Partners	Lisha Lala	Dr. Serawit Bruck-Landais
Multilateral Partners	Elizabeth Mushabe (until August 2024)	Dr. Esther Nyamugisa
Co-opted Members		
Youth	Michael Senyonga	
	Hillary Nuwamanya	
	Ruth Akullu	
Refugees	Rev. Datio Emmanuel	Sandrine Sirawuka
	Julius Kasozi	
	Darlson Kusasira	
Ethics Committee	Dr. Joseph Herman Kawuma	
Ethics Committee	Rosemary Ssenabulya	

UCCM Board Members, Partners, and Stakeholders: Highlights of Collaboration and Impact Throughout 2024



2024 AT A GLANCE



**36 Oversight Board and
Committee meetings held**



**3 Joint Oversight
Visits held**



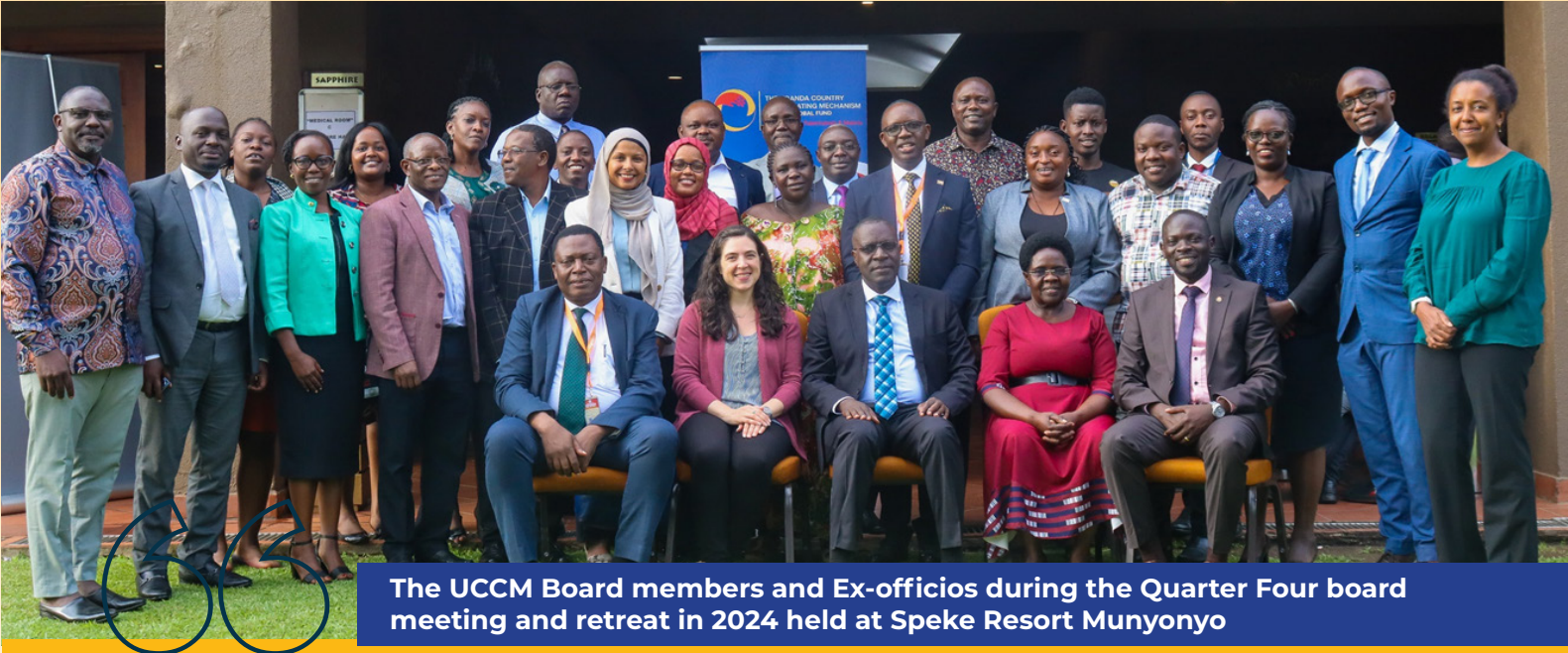
**CCM Dashboard
successfully rolled out**



**32 Constituency Engagement
meetings conducted**



**Inter constituency Advocacy
Plan developed**



The UCCM Board members and Ex-officios during the Quarter Four board meeting and retreat in 2024 held at Speke Resort Munyonyo

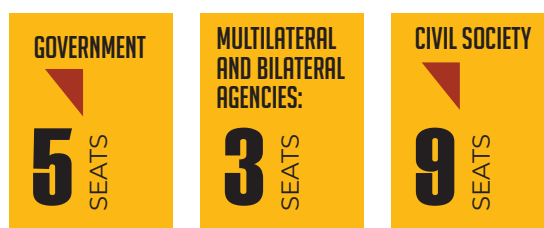
WHO WE ARE

Established in 2002, the Uganda Country Coordinating Mechanism (UCCM) serves as the oversight body for Global Fund-supported initiatives aimed at combating HIV/AIDS, Tuberculosis (TB), and Malaria in Uganda. The UCCM brings together a broad spectrum of stakeholders from the public and non-public sectors, including civil society organizations, private sector entities, individuals affected by the three diseases, academia, faith-based organizations, key affected populations, bilateral and multilateral partners, and the Government of Uganda.

As a cornerstone of the Global Fund's partnership architecture, the UCCM ensures representation, harmonization, and alignment of Global Fund resources with Uganda's national priorities, as outlined in the Health Sector Strategic Investment Plan (HSSIP) and National Strategic Plans (NSP) for Health and Community Systems Strengthening, HIV, TB, and Malaria. The UCCM functions as a dependable mechanism, fostering collaboration between public and private entities in proposal development, program coordination, and oversight of grant implementation in line with Global Fund guidelines.

In 2011, the UCCM established an independent secretariat to enhance organizational efficiency, marking a key milestone in its evolution. This secretariat operates separately from the grant-implementing entities, ensuring robust governance and management.

The UCCM is a fully constituted body with 17 primary members and 17 alternates, selected from three recognized sectors:



The civil society representatives are chosen through a rigorous and transparent selection process, ensuring the inclusion of individuals living with HIV, key affected populations, and those impacted by TB and malaria. This composition aligns with Global Fund eligibility requirements 4 and 5. Importantly, women represent 42% of the UCCM membership, reflecting the commitment to diversity and inclusivity.

Through its comprehensive structure and strategic approach, the UCCM continues to play a pivotal role in advancing Uganda's efforts to address the burden of HIV, TB, and malaria. The UCCM operates with a strong emphasis on transparency and accountability, guided by principles of good governance. Supported by a capable Secretariat, the UCCM ensures effective coordination, resource mobilization, and oversight of Global Fund investments, driving impactful outcomes in Uganda's health sector.

UCCM Governance and Oversight Framework

To enhance its functionality and ensure efficiency in decision-making and governance, the Uganda Country Coordinating Mechanism has five standing oversight committees, each with distinct mandates:

a) Executive Committee: The Executive Committee oversees the operations of the UCCM Secretariat, ensuring the seamless implementation of governance and operational activities. It provides strategic guidance, supervises Secretariat functions, and fosters an effective organizational structure aligned with UCCM's objectives.

b) Programme Oversight Committee: This committee plays a critical role in checking the implementation of activities funded by Global Fund grants. Its focus extends to the performance of Principal Recipients and Sub-Recipients, ensuring alignment with programmatic targets. Additionally, it identifies and disseminates success stories, best practices, and lessons learned, promoting continuous improvement in grant management.

c) Finance and Procurement Committee: The committee ensures transparency, accountability, and effective management of financial and procurement activities related to Global Fund grants. It also highlights best practices and lessons learned, reinforcing the responsible stewardship of resources and

contributing to the improvement of financial management frameworks.

d) Programme Development and Resource Mobilization: This committee leads the development of funding applications and oversees resource mobilization activities. It ensures alignment between Global Fund grants and other financing mechanisms in Uganda, facilitates grant reprogramming when necessary, and shares insights from successful practices and lessons learned, fostering adaptability and continuous development.

e) Ethics Committee: The Ethics Committee promotes ethical conduct across all UCCM activities, focusing on implementing and enforcing the Conflict of Interest Policy and Code of Ethical Conduct. By managing conflicts of interest and guiding ethical decision-making, it upholds the integrity essential to UCCM's mission.

UCCM Secretariat: Supporting the UCCM's functions is a dedicated Secretariat, which acts as the technical and operational backbone of the organization. The Secretariat facilitates communication, plans meetings, coordinates oversight activities, manages resource applications, and engages stakeholders. Its contributions are vital to the effective execution of UCCM's responsibilities.

WHERE WE ARE:

GC 7 GRANT

PERFORMANCE

THE GC 7 GRANTS:

HIV (US\$ 275,684,740)	UGA-C-TASO: US\$ 47,437,621
UGA-H-MOFPED: US\$ 246,220,613	
TB-RSSH (US\$72,392,046)	
UGA-T-MOFPED: US\$ 54,418,552	
Malaria: US\$ 252,250,747	
UGA-M-MOFPED: US\$ 217,056,092	UGA-M-TASO: US\$ 35,194,655



KEY ACTIVITIES IN YEAR 1 FOCUSED ON

1. Establishing robust systems for grant management and accountability.
2. Finalizing implementation frameworks with Principal Recipients (PRs) and Sub-Recipients (SRs).
3. Rolling out interventions targeting vulnerable populations, including key affected populations and communities disproportionately impacted by HIV, TB, and Malaria.
5. Strengthening data collection and reporting mechanisms to ensure effective monitoring and evaluation.
6. Fostering partnerships with stakeholders to ensure alignment and coordination of efforts across sectors.

PR 1 GRANT PERFORMANCE

The UCCM selected the Ministry of Finance Planning and Economic Development as Principal Recipient 1 of the GC 7 grants. The ministry works in close partnership with the Ministry of Health to implement the grants. PR1 is implementing 3 grants; UGA-H-MOFPED (HIV and Covid-19), UGA-T-MOFPED (TB and RSSH) and UGA-M-MOFPED (Malaria).

GRANT PERFORMANCE INDICATORS	UGA-H-MOFPED		UGA-M-MOFPED	UGA-T-MOFPED
	HIV	Covid-19		
Life span of the grant (%age as per the grant life cycle)	25%	67%	25%	25%
Total Grant Amount	246,220,613	94,784,269	217,056,095	54,418,552
Cumulative Grant Budget by September 2024	28,836,076	24,846,846	40,100,578	11,219,976
Grant Funds Received from GF to date	6,398,499	5,351,631	2,771,208	9,513,376
Grant Absorption Rate (% of Grant funds disbursed by GF)	3%	6%	1%	1%
Actual expenditure at SR and PR level	3,417,903	1,740,127	1,116,052	6,669,873
Cash Burn Rate (% of grant funds received so far spent)	53%	33%	40%	70%
Budget Execution Rate (% of approved budget that has been spent/disbursed by the PR)	12%	7%	3%	59%
Average Programmatic Performance (Coverage Indicators)	80%		90%	121%

PR 2 GRANT PERFORMANCE

The UCCM selected The AIDS Support Organisation as Principal Recipient 2 of the GC 7 grants. PR2 is implementing 2 grants; UGA-C-TASO (HIV and TB) and UGA-M-TASO (Malaria).

GRANT PERFORMANCE INDICATORS	UGA-C-TASO		UGA-M-TASO
	HIV/TB	Covid-19	
Life span of the grant (%age as per the grant life cycle)	25%	67%	25%
Total Grant Amount	47,437,858	10,934,876	35,194,655
Cumulative Grant Budget by September 2024	12,787,061	9,749,941	4,845,280
Grant Funds Received from GF to date	7,094,663	8,433,622	3,555,616
Grant Absorption Rate (% of Grant funds disbursed by GF)	15%	77%	10%
Actual expenditure at SR and PR level	4,131,472	7,130,198	914,571

Cash Burn Rate (% of grant funds received so far spent)	58%	85%	26%
Budget Execution Rate (% of approved budget that has been spent/disbursed by the PR)	32%	73%	19%
Average Programmatic Performance (Coverage Indicators)	141%		78%

As the grants progress, the Uganda Country Coordinating Mechanism (UCCM) is committed to rigorous oversight, ensuring the timely and effective implementation of activities. This foundational year has set the stage for measurable progress in achieving health outcomes and advancing Uganda's commitment to the Sustainable Development Goals (SDGs). The successes and lessons learned during this year will inform the implementation strategies for subsequent years, ensuring the GC7 grants deliver impactful and sustainable results.

IMPACTING LIVES: SUCCESS STORY

Doola Damali, a resilient 24-year-old mother of two from Bukonko Village in Nawaningi sub-county in Iganga district, exemplifies the transformative impact of the Adolescent Girls and Young Women (AGYW) program. Before the program's intervention, Damali faced significant challenges. As a small-scale farmer, she struggled to provide for her family, often encountering conflict with her husband over basic necessities like pads and personal hygiene items. Her future seemed uncertain, and the strains on her household were evident.

With the introduction of the AGYW program supported by Global Fund through The AIDS Support Organisation (TASO), Damali's life took a remarkable turn. Through weekly mentorship meetings, she was empowered with knowledge about Sexual and Behavioral Change Communication (SBCC), which enabled her to make informed decisions about family planning. She chose the injection method as a reliable solution, avoiding unplanned pregnancies and bringing much-needed stability to her family.

The program also ignited Damali's entrepreneurial spirit. Learning how to knit, she turned her newfound skills into a profitable venture.

Renting a knitting machine, she secured a contract with Bubinga High School to supply sweaters. Additionally, she began producing reusable pads on order, diversifying her income streams. Through disciplined financial management, Damali saved 5,000 Ugandan Shillings each week, allowing her to contribute significantly to her family's well-being. She purchased three bags of cement to support the construction of their home and invested in livestock, acquiring a female goat with plans to expand her assets further.

The positive changes extended beyond financial empowerment. Damali's marriage, once strained by conflict, saw improved stability and harmony. Instances of Gender-Based Violence (GBV) decreased significantly, fostering a healthier and more supportive family environment.

Damali's journey demonstrates the profound impact of the AGYW program. By equipping her with knowledge, skills, and opportunities, the program transformed her life and inspired a ripple effect of positive change within her household and community. Her story is a testament to the power of resilience, empowerment, and sustainable development, showcasing how targeted interventions can uplift individuals and pave the way for brighter futures.

OUR ACHIEVEMENTS:

MAXIMIZING THE IMPACT OF GLOBAL FUND INVESTMENTS

In 2024, the Uganda Country Coordinating Mechanism (UCCM) and its partners made significant strides in leveraging Global Fund resources to combat HIV/AIDS, Tuberculosis (TB), and Malaria. These achievements underscore the collective effort to deliver impactful health interventions while strengthening Uganda's health systems.

RESOURCE MOBILISATION

Capacity Building for New PRs, SRs, and SSRs

This year, the Uganda Country Coordinating Mechanism (UCCM) planned to conduct capacity-building sessions for new Principal Recipients (PRs), Sub-Recipients (SRs), and Sub-Sub-Recipients (SSRs). This activity was designed to equip the participants with the necessary skills and knowledge in Global Fund architecture, grant operations, finance, and accounting systems to improve the effectiveness of grant implementation.

The initial plan was to conduct one comprehensive capacity-building session, targeting 80% of the new PRs, SRs, and SSRs. However, this target was not achieved as the activity was not implemented. Following consultations with the PRs, the scope of the activity expanded to include a larger number of participants than initially anticipated. This increase significantly raised the budget requirement from the planned amount to UGX 65 million, nearly doubling the cost. Unfortunately, the additional resources required to execute the activity were not secured, leading to its cancellation.

In response to this challenge, the PRs took the initiative to conduct orientation sessions for their respective SRs during the on boarding process. While these orientations addressed some of the immediate training needs, they were not a substitute for the planned centralized capacity-building session, which would have offered a more comprehensive approach to equipping all recipients with the required knowledge and skills. The inability to implement this activity as planned highlights the importance of robust resource mobilization strategies to accommodate unforeseen changes in activity scope.

Mobilization for In-Country Financial Support

In 2024, the Uganda Country Coordinating Mechanism (CCM) reaffirmed its commitment to ensuring the sustainability of health programs through the mobilization of in-country financial support. Recognizing the critical need for financial resilience in delivering health interventions, the CCM prioritized efforts to engage domestic stakeholders, catalyse local funding, and build robust financial structures that promote a self-reliant health sector.

The Uganda CCM pursued a comprehensive strategy aimed at mobilizing financial resources from within the country. This strategy focused on fostering collaboration across diverse sectors, including government agencies, private sector businesses, philanthropic organizations, and individual contributors. By diversifying funding sources, the CCM sought to reduce dependency on external assistance, paving the way for the sustainable implementation of health programs targeting HIV/AIDS, Tuberculosis, and Malaria.

UCCM Chairperson (*extreme left*), the Deputy Speaker of Parliament of the Republic of Uganda, the Global Fund Executive Director, Peter Sands, Honourable Minister of Health and WHO representative during the 2024 World Malaria Day celebration held in Kibuku District



A key component of this strategy involved strategic partnerships with government entities responsible for health sector financing. The CCM held collaborative discussions to advocate for increased budgetary allocations to health, emphasizing the alignment of health initiatives with national priorities. These efforts included optimizing the use of available funds and promoting financial efficiency in the design and implementation of health interventions. Through these initiatives, the Uganda CCM demonstrated its dedication to strengthening domestic resource mobilization and enhancing financial independence. This approach not only contributes to the long-term sustainability of health programs but also reinforces Uganda's capacity to effectively respond to the needs of its population with reduced reliance on external funding.

OVERSIGHT

Strengthening Oversight Approaches and Stakeholder Participation in UCCM Structures

The CCM made significant strides in enhancing its oversight approaches and increasing participation across various structures, ensuring more stakeholders were involved in the decision-making and oversight processes. This was achieved through a series of quarterly meetings, extraordinary sessions, and committee engagements.

CCM Board Meetings

The CCM Board exceeded its target, convening 7 meetings against an annual target of 5, achieving 140% of the target. In the first quarter, the Board held 2 meetings: one ordinary and one extraordinary, with the extraordinary meeting focusing on completing the Q1 agenda. In February, the Board held a debrief with the Global Fund country team following their mission visit. The second quarter saw the ordinary meeting and retreat in June, while the third quarter meeting was held in September. The Board's activities concluded with the Q4 meeting and retreat in November, followed by an extraordinary session on December 11th to discuss the Year 1 performance of the GC7 grants.

CCM Executive Committee (ExCom) Meetings

The ExCom held 6 meetings, including 2 extraordinary meetings in January and July

2024, surpassing the target of 5 with 120% achievement. These meetings contributed to the Board's decision-making process and ensured that urgent issues were promptly addressed.

Finance and Procurement (F&P) Committee Meetings

The F&P Committee met its target of 5 meetings, achieving 100% of its goal. An extraordinary meeting was held in November 2024 to discuss and approve the FY2025 budget, demonstrating the committee's crucial role in financial oversight and planning.

Programme Oversight Committee (POC) Meetings

The POC exceeded its target by holding 8 meetings (160% achievement), including 4 extraordinary meetings. These sessions were critical in approving the site visit concept notes, completing the Q2 meeting agenda, and establishing the Equity Task Team. The extraordinary meetings took place in April, June, July, and October 2024, ensuring effective oversight of the grants' progress.

Program Development & Resource Mobilisation (PD&RM) Committee Meetings

The PD&RM Committee conducted 6 meetings, meeting 120% of its target. This included both ordinary and extraordinary sessions, with the extraordinary meetings in April and October focusing on reviewing grant applications and approving the agenda for the second quarter.

Ethics Committee Meetings

The Ethics Committee held 4 meetings, falling short of its target of 5 meetings, achieving 80% of the goal. Despite this, the committee's role in ensuring ethical standards across CCM activities remained a priority.

In summary, the CCM's focus on strengthening oversight and fostering greater participation in its structures led to a highly successful year, with most committees exceeding their targets. This active engagement has been pivotal in ensuring effective governance and transparency within the CCM's operations throughout 2024.

Strengthening Oversight Planning and Implementation

In 2024, the CCM focused on improving grant oversight through better reporting mechanisms, site visits, and strengthening



The Global Fund Executive Director, Peter Sands visits National Medical Stores (NMS) accompanied by Global Fund Country Team, Minister of Health, PS MoH, CCM Board Chairperson and other officials in May 2024



ethical compliance. Significant progress was achieved in key activities as outlined below:

Roll-Out and Functionalization of the CCM Dashboard for PR Reporting and Grant Oversight

The CCM aimed to enhance grant oversight by rolling out and functionalizing the CCM Dashboard for Principal Recipient (PR) reporting. This initiative had an annual target of synthesizing and presenting 15 grant reports to oversight committees. By the end of 2024, seven reports (47%) had been achieved, reflecting challenges in the early stages of GC7 grant implementation.

The dashboard, aligned with GC7, faced usage challenges at the start of the year since the GC7 grants commenced in January 2024, during which PRs were still in the process of contracting Sub-Recipients (SRs) and initiating grant implementation. By Q2, all PRs submitted reports to the CCM for the quarter's meetings. However, only three grant performance reports (from UGA-C-TASO, UGA-M-TASO, and UGA-T-MOFPED)

utilized the CCM Dashboard. The Secretariat worked closely with PR1 to ensure UGA-M-MOFPED and UGA-H-MOFPED adopt the dashboard going forward. In Q3, PR1 reports were not submitted as requested, and the dashboard remained underutilized. PR2 submitted reports for two grants (UGA-M-TASO and UGA-C-TASO) using the dashboard. By Q4, PR2 continued to provide reports, but PR1 faced system-related technical issues that delayed submissions.

The Secretariat remains committed to addressing these challenges and supporting PRs to fully operationalize the CCM Dashboard in 2025.

Conducting Joint Oversight Field Visits

The CCM achieved its target of conducting three joint oversight field visits (100%). These visits were conducted in collaboration with implementing partners to monitor grant activities and ensure compliance with program objectives. These engagements provided vital insights into implementation challenges and facilitated timely recommendations for improvement.



Speak-Now Training for CCM Board Members by the GF Geneva Team – Board Retreat and Meeting in June 2024



Board Members participating in the Joint Site Visit at the incinerator in Fort Portal and Oxygen Plant in Mbarara District

SITES VISITED/ DISTRICTS	WHEN	PURPOSE	FOCUS AREAS
Uganda Blood Transfusion Services	24th April 2024	Gain a comprehensive understanding of its operations, challenges, and resource needs	
Mukono, Namutumba, Mbale, Mbarara, Kazo and Fort Portal	29th July – 02nd August 2024	Oversee RSSH investments with focus on the C19RM supported interventions; installation and operationalization of oxygen plants, incinerators, and CHEWs in selected districts, as well as AGYW interventions in Mbale district.	<ul style="list-style-type: none"> • Oxygen Plants • Incinerators • CHEWs • AGYWs
Buvuma Island	14th – 18th October 2024	Oversee the service provision, ensure the availability of key healthcare supplies like essential medicines and condoms, and evaluate the utilization of boat ambulances.	<ul style="list-style-type: none"> • Service Provision • Supply chain • EMS

These visits facilitated on-the-ground assessment of grant performance and enhanced collaboration with implementing partners to ensure adherence to grant commitments and targets.

Strengthening Compliance with the Ethical Code of Conduct and Addressing Sexual Exploitation and Harassment

The CCM prioritized ethical compliance by focusing on Sexual Exploitation, Abuse, and Harassment (PSEAH) activities. The target for strengthening compliance with ethical conduct and addressing Sexual Exploitation and Harassment (SEAH), was exceeded by achieving 250% of the planned activities.

Key achievements included:

- Establishing a PSEAH focal person platform to provide leadership and oversight on ethical compliance.
- Conducting Ethics training during the Q2 Board meeting/retreat with support from the Global Fund.
- Undertaking mentorship and support supervision visits to PRs and SRs to strengthen their understanding and implementation of PSEAH principles.
- Delivering PSEAH training for PRs, SRs, and the CCM, supported by the Global Fund.
- Conducting a specialized training session

for the CCM Board on PSEAH during the Q4 retreat to ensure continued capacity building and awareness.

These activities reflect the CCM's commitment to fostering ethical standards, safeguarding vulnerable groups, and creating an environment of accountability and inclusivity across all stakeholders.

Evidently, significant strides were made toward improving grant oversight, ethical compliance, and stakeholder accountability. While challenges such as technical delays in PR reporting remain, the CCM remains dedicated to addressing these gaps to achieve full utilization of oversight tools like the CCM Dashboard. Continued collaboration with PRs, SRs, and the Global Fund will ensure improved performance in the coming year.

Improve on Risk Management Approach in UCCM Oversight Over Grants Implementation.

The CCM prioritized enhancing its risk management approach to strengthen oversight and ensure the effective implementation of grants.

Support Development of Risk Management Frameworks for All Grants

Under this initiative, the CCM supported the development of risk management frameworks for all grants under the GC 7 cycle.

Principal Recipients (PRs) were provided with the necessary support to develop risk management frameworks tailored to address operational and implementation risks specific to their grants. These frameworks are designed to ensure that risks are effectively identified, assessed, and mitigated. Moving forward, the progress on the implementation of mitigation actions outlined in the frameworks will be reported biannually to the CCM.

This achievement underscores the CCM's commitment to improving accountability and ensuring the smooth delivery of grants through proactive risk management practices.

ENGAGEMENT

Strengthen Communication and Feedback Mechanisms to Stakeholders

The CCM made significant progress in strengthening communication and feedback mechanisms to enhance stakeholder engagement and improve decision-making processes. This was achieved through the implementation of two strategic activities aimed at fostering collaboration and accountability among key constituencies.

The first initiative involved rolling out a digital mechanism to enable Civil Society (CS) representatives to engage effectively with community-based monitoring (CBM) entities.

This mechanism was designed to streamline the acquisition of feedback and inputs from communities to the CCM, ensuring that stakeholder voices are integrated into decision-making processes. The rollout was fully accomplished, achieving the annual target of one digital mechanism, marking a 100% success rate. The youth constituency, in particular, leveraged the digital CBM I-Report tool, which has proven instrumental in capturing community feedback on youth-friendly services. This tool has not only facilitated real-time data collection but also empowered community members to actively participate in monitoring and providing feedback on services, thereby strengthening accountability and responsiveness at various levels. The sustained utilization of this mechanism by constituencies highlights its value as a critical tool for promoting inclusivity and responsiveness in CCM oversight functions.

The second activity focused on conducting annual constituency assessments to evaluate the performance and functionality of constituency secretariats. This exercise was crucial for identifying strengths, addressing gaps, and fostering capacity development within the secretariats. The target for the year was to assess 11 constituency secretariats, and this goal was met in its entirety, achieving a 100% success rate. The assessments provided detailed insights into the operational challenges and successes of the secretariats, enabling the CCM to plan targeted interventions for improvement.

Through these initiatives, the CCM has demonstrated a strong commitment to enhancing stakeholder engagement and improving the flow of information between the CCM and its constituencies. By leveraging digital tools and conducting comprehensive assessments, the CCM has established a robust foundation for fostering accountability, transparency, and inclusivity in its operations. These efforts not only contribute to better oversight and grant management but also reinforce the CCM's role as a key platform for multi-stakeholder collaboration.

Strengthening Health Systems: Board Members during a Joint Site Visit at the Blood Bank, Nakasero



CCM Board members engaging with adolescent girls and young women (AGYW) during a joint visit in August 2024 in Mbale District

Strengthen Stakeholders' Participation in Global Fund Processes Meaningfully and Gainfully

Efforts to enhance stakeholder participation in Global Fund processes were driven through structured activities aimed at fostering inclusivity and ensuring meaningful contributions from all constituencies. These activities were implemented with the goal of improving feedback mechanisms, accountability, and the overall effectiveness of the Global Fund processes.

This involved conducting quarterly engagement meetings across the CCM constituencies to gather feedback and review periodic progress. Out of the annual target of 33 constituency engagement meetings, 32 were successfully conducted, representing a 97% achievement rate. These engagement meetings, conducted both physically and virtually, provided a critical platform for exchanging ideas, sharing progress, and addressing challenges within the constituencies.

The other activity aimed at developing a comprehensive stakeholder mapping analysis and engagement strategy was successfully achieved, meeting the target with 100% completion. The developed strategy is set to be presented to the CCM Board for review and approval. This engagement strategy provides a structured approach to identifying and prioritizing stakeholders while fostering active collaboration and participation in Global Fund processes.

Through these activities, the CCM has demonstrated its commitment to fostering inclusive and meaningful stakeholder participation. While some challenges were encountered, the progress made in other areas underscores the importance of structured and participatory approaches in enhancing the effectiveness of Global Fund processes. The lessons learned from these activities will inform future efforts to strengthen stakeholder engagement further. Advocate for and Mobilize In-Country Support for UCCM Processes

Efforts to advocate for and mobilize in-country support for UCCM processes focused on enhancing the sustainability of financing for community programs and health. This involved collaborative actions with Civil Society (CS) representatives and their networks to review and implement advocacy plans while promoting targeted national-level engagements.

The first key activity entailed supporting CS representatives and their networks in reviewing an advocacy plan aimed at ensuring sustainable financing for community programs. This objective was fully achieved, with the interconstituency advocacy plan reviewed and finalized by the end of the year. The plan is now in place, setting the foundation for future advocacy efforts and providing a roadmap for promoting sustainable community financing mechanisms. Moving forward, emphasis will be placed on implementing the activities outlined in the advocacy plan to achieve increased and sustained health financing.

POSITIONING

In 2024, the CCM has played a pivotal role in ensuring the effective implementation of national health and development programs. The CCM remains a central platform for coordinating and aligning the efforts of stakeholders across various sectors to address the country's most pressing health challenges. This year, the CCM has strengthened its governance and oversight roles, facilitating better coordination between government, civil society, the private sector, and other key partners. Efforts were directed toward reinforcing the UCCM's alignment with national structures coordinating HIV/AIDS, TB, and Malaria programs. The overarching goal was to enhance UCCM's role in resource mobilization and program integration, thereby fostering sustainability.

The UCCM participated in national commemorative events for HIV, TB, and Malaria. The annual target for this activity was set at three events; however, the UCCM

President of the Republic of Uganda, Global Fund Executive Director, Minister of Health, Global Fund Country Team, CCM Board Chairperson, Minister of Finance and other officials at State House Entebbe in May 2024



Participants during the training on Protection of Sexual Exploitation Abuse and Harassment (PSEAH) conducted by Global Fund PSEAH department for CCM Board members, Principal Recipients and Sub Recipients

significantly exceeded this target, achieving participation in eight events, resulting in an achievement rate of 267%. UCCM's contributions included active involvement in three key events for Malaria: the Scientific Colloquium, the Walk against Malaria, and the World Malaria Day (WMD) commemorative event held in Kibuku district. Additionally, UCCM participated in major national activities commemorating World TB Day in Isingiro district, including the TB Marathon and the Candlelight commemoration event in Hoima district. Furthermore, the UCCM was present at the HIV Symposium and World AIDS Day celebrations in Buyende district, marking its commitment to supporting HIV/AIDS awareness and advocacy.

The CCM further joined other key stakeholders including the Ministry of Health to accompany the Global Fund CEO, Mr. Peter Sands during his visit to CPHL and the World Malaria day national commemoration event in Kibuku district. This visit provided Mr. Sands with insights into the operations and needs of the Ugandan population, informing Global Fund support strategies.

This proactive engagement in national events not only surpassed expectations but also reinforced UCCM's collaborative role within the national frameworks for disease control. By aligning with these initiatives, the UCCM has bolstered its visibility and integration, paving the way for enhanced coordination and sustainability of its programs.

Strengthen Public-Private Partnerships, Particularly with Civil Society Organizations

The UCCM sought to facilitate representation in national coordinating platforms such as the Health Policy Advisory Committee (HPAC), AIDS Development Partners Group (ADPG), and Health Development Partners (HDP). The UCCM also supported participation in international conferences and regional learning visits to promote knowledge exchange and strengthen institutional capacity. This activity was fully achieved,

with the UCCM successfully attending two IGAD grant oversight meetings in Addis Ababa and facilitating representation at the annual international AIDS conference. These engagements provided opportunities for sharing best practices, building partnerships, and improving oversight capabilities. Strengthening this aspect is critical for bolstering UCCM's influence and integration into national decision-making processes.

Harmonization of Global Fund resources with support from other funding agencies to avoid duplications of funding.

The annual target was to participate in three joint review meetings, covering technical and financial aspects across the three diseases—HIV, TB, and Malaria. By the end of the year, the CCM had participated in two meetings, achieving 67% of the target. Specifically, the CCM contributed to the Ministry of Health (MoH) Joint Review Mission in October 2024 and the annual TB review and conference in November 2024.

The CCM remains committed to ensuring alignment of Global Fund resources with other funding mechanisms to enhance coordination and efficiency in addressing the three diseases.

OPERATIONS

The UCCM Secretariat achieved significant milestones in strengthening UCCM governance and the capacity of the Secretariat.

Framework Documents and Strategic Planning

In 2024, the UCCM Secretariat prioritized the development and dissemination of key framework documents to enhance governance and visibility. The 2023 Annual Report and three detailed CCM site visit reports were successfully developed and published on the CCM website, ensuring transparency and accessibility to

stakeholders. These reports documented critical findings and recommendations from site visits, strengthening accountability and promoting informed decision-making.

Additionally, the Secretariat conducted a Mid-Term Review (MTR) of the CCM Strategic Plan to assess progress against its objectives. The MTR was reviewed and endorsed by the CCM Board during the fourth-quarter meeting in November 2024. This review provided a roadmap for recalibrating priorities to ensure alignment with the evolving needs of HIV, TB, and malaria interventions.

Performance Monitoring and Planning

To ensure operational efficiency and accountability, the Secretariat institutionalized regular performance monitoring mechanisms. All 12 scheduled monthly programmatic and financial performance review meetings were conducted, providing a consistent platform to assess progress, identify challenges, and implement corrective actions.

Furthermore, four quarterly Secretariat planning and performance review retreats were successfully held, offering a space for strategic reflection and coordination. Two review meetings in April and June 2024 focused on assessing Q1 and Q2 performance, while a third meeting in July centered on reviewing critical policy documents. These engagements strengthened internal coherence and aligned Secretariat activities with broader CCM objectives.

Leadership and Systems Building

UCCM leadership and governance structures were strengthened through the facilitation of a self-assessment review for CCM members. Using the Integrated Performance Framework (IPF), the Secretariat evaluated performance across various operational domains, and the findings were documented in a report submitted to the Global Fund in August 2024. This assessment highlighted achievements and identified areas requiring improvement, serving as a tool for continuous

enhancement of CCM activities.

Despite completing 98% of planned work plan activities, one activity—conducting national-level advocacy engagements—faced delays. Challenges in interconstituency advocacy engagements among stakeholders led to the postponement of this key initiative, underlining the need for enhanced coordination mechanisms in the future.

Audit and Risk Management

The CCM Secretariat demonstrated a strong commitment to financial and operational integrity by implementing 90% of recommendations from internal and external audit findings. This process enhanced compliance, strengthened internal controls, and fostered stakeholder confidence in CCM operations.

In addition, a comprehensive internal risk management framework was finalized to guide CCM operations and mitigate potential risks. While fully developed, the Secretariat has scheduled regular reviews and updates of this framework to ensure it remains responsive to emerging challenges and operational dynamics.

Secretariat Management Structures and Capacity Building

The Secretariat took deliberate steps to strengthen its management structures and enhance staff capacity. Bi-annual performance appraisals for all six Secretariat staff were conducted, providing an opportunity to evaluate individual contributions, address gaps, and incentivize excellence.

The positions within the CCM Secretariat at the year's end were as follows:

- i. CCM Secretariat Coordinator/Executive Secretary to the CCM Board**
- ii. Technical Advisor – Programme Development & Resource Mobilization**
- iii. Oversight Officer**
- iv. Technical Advisor – Finance & Procurement**
- v. Ethics Officer**
- vi. Finance and Administration Assistant**

Recruitment efforts successfully filled two critical positions—a Finance and Administrative Assistant and a driver—ensuring that the Secretariat is adequately staffed to support its growing workload. Additionally, staff capacity was bolstered through professional development initiatives, with three staff members registered with professional associations. Plans are underway to finalize registration for the remaining staff members in 2025, reinforcing a culture of continuous learning and professional growth.

Communication, Visibility, and Information Sharing

The CCM invested significantly in enhancing communication and visibility to raise

awareness of its activities and achievements. Key messages from the CCM Chairperson on World TB Day, World Malaria Day, and World AIDS Day were published in the New Vision newspaper, reaching a broad audience. In addition, findings from the Buvuma site visit were featured in NTV news coverage and documented on the CCM website, amplifying the impact of these engagements.

The CCM website was consistently updated each month, serving as a reliable information hub for stakeholders. While five out of seven planned digital communication and visibility materials—such as newsletters and annual reports—were disseminated, challenges in meeting the full target highlight the need for additional resources and planning to expand outreach efforts in 2025.

Accountability and Financing

The Secretariat prioritized accountability and resource management through the verification of 85% of CCM assets, the updating of the Fixed Asset Register (FAR), and the tagging of assets. These efforts ensured proper record-keeping and minimized risks related to asset loss or mismanagement. Throughout the year, smooth office operations were maintained, ensuring the seamless implementation of planned activities.



CCM Civil Society representatives after meeting with the Global Fund Country team in November 2024 at Uganda AIDS Commission.

No.	Activity	Expected Results	Annual Target	Jan - Dec Achv't	% Achv't
Strategic Objective 1: Increase resource mobilisation and coordination processes in the development of fund requests					
1.2	Streamline processes of engaging sub-recipients to create impact in Global Fund investments				
1.2.1	Conduct CCM capacity building of the new PRs, SRs and SSRs in all Global Fund architecture, structures and grants operations as well as finance and accounting systems	Capacity building of the new PRs, SRs and SSRs conducted	1	0	0%
		PRs, SRs and SSRs trained	80%	0%	0%
Strategic Objective 2: Increase oversight over grant implementation					
2.1	Strengthen oversight approaches and participation to involve more stakeholders and UCCM structures in oversight processes				
2.1.1	Convene quarterly CCM Board meetings	Quarterly CCM Board meetings convened	4	7	175%
2.1.2	Conduct quarterly CCM Executive Committee meetings	Quarterly CCM Executive Committee meetings conducted	5	6	120%
2.1.3	Convene quarterly Finance and Procurement Committee meetings	Quarterly F & P Committee meetings conducted	5	5	100%
2.1.4	Conduct quarterly Programme Oversight Committee meetings	Quarterly POC meetings conducted	5	8	160%
2.1.5	Convene quarterly CCM Program Development & Resource Mobilisation committee meetings	Quarterly PD&RM committee meetings convened	5	6	120%
2.1.6	Convene quarterly Ethics Committee meetings	Quarterly Ethics Committee meetings convened	5	4	80%
2.1.7	Adhoc committee meetings (Positioning)		5	5	100%
2.2	Strengthen Oversight planning and implementation of active oversight.				
2.2.1	Roll out and functionalise the CCM dashboard for PR reporting and grant Oversight	Grant reports synthesized and presented to oversight committees using the CCM Dashboard	15	7	47%

2.2.2	Conduct joint programme site visits in collaboration with other partners to implementation areas	Joint oversight field visits conducted	3	3	100%
2.2.3	Strengthening compliance to Ethical code of conduct and Sexual Exploitation And Harassment (Set up a PSEAH focal persons' platform; Conduct support and mentorship visits to PRs and SRs)	Ethics and sexual exploitation and harassment activities completed	2	5	250%
2.4	Improve on risk management approach in UCCM oversight over grants implementation.				
2.4.1	Support development of risk management frameworks for all grants	Risk management frameworks for grants developed	5	5	100%
Strategic Objective 3: Increase Stakeholders engagement					
3.1	Strengthen communication and feedback mechanisms to stakeholders				
3.1.1	Rollout a digital mechanism for CS representatives to engage with community based monitoring entities to provide feedback and inputs to the CCM	Digital mechanism for acquiring feedback and inputs to the CCM for CS representatives rolled out	1	1	100%
		Constituencies utilising the digital mechanism to acquire feedback and inputs to the CCM	1	1	100%
3.1.2	Conduct annual constituency assessments	Constituency Secretariats Assessed	11	11	100%
3.2	Strengthen stakeholders' participation in Global Fund processes meaningfully and gainfully				
3.2.1	Conduct quarterly engagement meetings of the CCM constituencies held to get feedback and review periodic progress	Constituency engagement meetings conducted (physical and virtual)	33	32	97%
3.2.2	Conduct quarterly pre and post CCM meeting engagement meetings	Pre and post CCM meeting engagement meetings	12	0	0%
3.2.3	Develop a stakeholder mapping analysis and engagement strategy	Stakeholder mapping analysis and engagement strategy developed	1	1	100%

3.3	Advocate for and mobilize in-country support for UCCM processes				
3.3.1	Support CS representatives and their networks to review an advocacy plan for sustainable financing of community programmes	Interconstituency Advocacy plan reviewed and in place	1	1	100%
3.3.2	Support CS led National level Advocacy engagements for increased financing for health	National level advocacy engagements conducted	3	0	0%
Strategic Objective 4: Strengthen UCCM linkages with national coordinating structures for HIV, TB and Malaria programs to position the UCCM for sustainability					
4.1	Position to focus on in-country coordination of all resources for HIV/AIDS, TB and Malaria by developing and implementing a transition plan to integrate UCCM activities in national coordinating initiatives for HIV/AIDS, TB and Malaria				
4.1.1	Participate in the annual National commemorative events for the HIV, TB and Malaria	CCM participation in 3 Annual National commemorative events for the HIV, TB and Malaria	3	8	267%
4.2	Strengthen Public-Private partnership and more so with Civil Society Organizations				
4.2.1	Facilitate CCM representation in National coordinating platforms such as HPAC, ADPG, HDP	CCM represented in at least 1 National coordinating platform meeting per quarter such as HPAC, HDP, and ADPG	4	2	50%
4.2.2	Support participation in International Conferences and Regional Learning visits	International/ Regional Learning visits conducted	3	3	100%
4.3	Harmonize Global Fund resources with support from other funding agencies to avoid duplications of funding.				
4.3.1	Participate in annual joint review meetings across the 3 diseases	Annual Joint Review (technical and financial) across the 3 diseases participated in	3	2	67%
Strategic Objective 5: Strengthen UCCM governance and capacity of the Secretariat operations					
5.1	Maintain updated UCCM framework documents				
5.1.1	Develop and print annual CCM Newsletter, Annual Report and Visibility materials	Assorted CCM documents (Newsletters, fliers and report) printed	4	4	100%
5.1.2	CCM Strategic Plan Mid-Term Review	CCM Strategic Plan Mid-Term Review conducted	1	1	100%

5.2	Institutionalize measures designed to improve on performance in UCCM functions and preparations, communication and organization of UCCM meetings				
5.2.1	Conduct Monthly programmatic and financial performance review meetings	Monthly performance review meetings conducted	12	12	100%
5.2.2	Hold Quarterly CCM Secretariat planning and performance review meetings/ retreats	CCM Secretariat performance review meetings conducted	4	4	100%
5.3	Build sustainable standards of UCCM leadership and systems				
5.3.1	Organize and facilitate CCM self-assessment review for all CCM members to undertake self -assessment & performance evaluation of CCM activities	CCM performance self-assessments conducted and report disseminated to Board (IPF Report)	1	1	100%
		CCM work plan activities completed	100%	98%	98%
5.4	Build Capacity of UCCM members in risk mitigation strategies				
5.4.1	Develop a CCM internal risk management framework for CCM operations	CCM internal risk management framework for CCM operations developed	1	1	100%
5.5	Strengthen UCCM secretariat management structures and roles				
5.5.1	Conduct bi-annual staff performance appraisals for all Secretariat staff	Secretariat staff appraised	6	6	100%
5.5.2	Process CCM Secretariat staff costs and benefits	Secretariat staff maintained	6	6	100%
5.5.3	Recruit staff to support CCM secretariat functioning	CCM Secretariat staff recruited	2	2	100%
5.5.4	Support staff capacity building through subscriptions to professional bodies	CCM Secretariat staff registered with professional bodies/ associations	5	3	60%
5.5.5	Maintain UAC Support to CCM Processes and systems	UAC staff supporting CCM Processes and systems compensated	100%	100%	100%
5.6	Strengthen UCCM secretariat data base, Information management system, sharing and communication.				
5.6.1	Conduct communication, publicity & information sharing of CCM activities through media publications	CCM activities published	4	4	100%
5.6.2	Support CCM website maintenance (content)	CCM website content updated every month	12	12	100%

5.6.3	Preparation of the annual financial and narrative report (management) reports for 2023	UCCM annual financial and narrative reports developed and disseminated	2	2	100%
5.6.4	Develop and disseminate digital communication and visibility materials	Digital communication and visibility materials disseminated through social media platforms, website such as annual report, newsletters,	7	5	71%
5.7	Strengthen financing of secretariat and accountability of resources				
5.7.1	Conduct physical verification of CCM assets, updating the FAR and tagging assets	CCM assets verified and tagged	100%	85%	85%
5.7.2	Office running and Administration	Smooth office operations	12	12	100%
5.7.3	Office running and Administration	Assets (Vehicle- 1, ICT equipment- 5 laptops, 2 voice recorders and 1 speaker)	9	9	100%
TOTALS					101%



Group Photo: Outgoing CCM Board Members Receiving Awards for Their Outstanding Contributions





OUR PARTNERS

The Uganda Country Coordinating Mechanism (UCCM) recognizes the vital role of partnerships in driving progress toward the elimination of HIV, tuberculosis (TB), and malaria in Uganda. Our success in 2024 was made possible through the collaborative efforts and unwavering support of government ministries, development partners, civil society organizations, private sector actors, and other key stakeholders.

These partnerships have been instrumental in mobilizing resources, fostering innovation, and ensuring coordinated responses to health challenges. Each partner's unique contributions have significantly strengthened UCCM's governance, oversight, and program implementation efforts.

Key UCCM Partners

The Global Fund: As UCCM's primary funding partner, the Global Fund has continued to provide essential financial and technical resources, enabling Uganda to scale up interventions for HIV, TB, and malaria while strengthening health systems.

Ministry of Health (MoH): The Ministry of Health remains a cornerstone partner, offering strategic leadership, policy guidance, and technical expertise to ensure that UCCM activities align with national health priorities.

Ministry of Finance, Planning and Economic Development (MoFPED): MoFPED has been a key partner in facilitating resource allocation and budgetary planning to optimize the use of Global Fund resources. Their collaboration has ensured transparency and accountability in fund management.

UNAIDS: UNAIDS has been a critical ally in advancing efforts to achieve the global 95-95-95 HIV/AIDS targets, providing technical assistance, advocacy, and progress monitoring.

World Health Organization (WHO): WHO has contributed valuable technical support, best practices, and capacity-building initiatives, particularly in the areas of TB and malaria control.

Civil Society Organizations (CSOs): Partners such as TASO (The AIDS Support Organization), Uganda Network of AIDS Service Organizations (UNASO), and National Forum of People Living with HIV/AIDS Networks in Uganda

(NAFOPHANU) have enhanced community engagement, advocacy, and service delivery, ensuring that UCCM reaches the most vulnerable populations.

Development Partners: Development agencies, including PEPFAR, USAID, FCDO, and CDC, have supported UCCM through funding and technical assistance, strengthening Uganda's health systems and addressing programmatic gaps.

Private Sector Representatives: UCCM has engaged with private sector actors to leverage additional resources, foster innovation, and enhance service delivery, particularly in underserved communities.

Intergovernmental and Regional Organizations: The Intergovernmental Authority on Development (IGAD) has facilitated regional collaboration, enabling Uganda to benefit from shared expertise and cross-border disease control initiatives.

Academia and Research Institutions: Academic and research institutions have provided evidence-based insights to inform policy decisions, improve program design, and strengthen monitoring and evaluation mechanisms.

Faith-Based Organizations: Faith-based organizations have been instrumental in mobilizing communities, fostering trust, and promoting access to health services across Uganda.

Media Partners: Media outlets such as NTV Uganda and New Vision have amplified the visibility of UCCM's activities, raising public awareness and promoting national health campaigns.

UCCM extends its heartfelt gratitude to all its partners for their dedication and support throughout 2024.

These partnerships have not only enabled the successful implementation of key activities but have also strengthened the collective resolve to achieve a healthier Uganda free of HIV, TB, and malaria.

We look forward to continued collaboration in 2025 and beyond as we work together to address emerging challenges and sustain our progress.



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