



MUCOBADI 2024

ANNUAL REPORT

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ORGANISATION OVERVIEW



VISION

Self-sustaining healthy communities



MISSION

To partner with communities to identify, analyse & respond to the socio-economic barriers of the most vulnerable

PROGRAM AREAS

Health



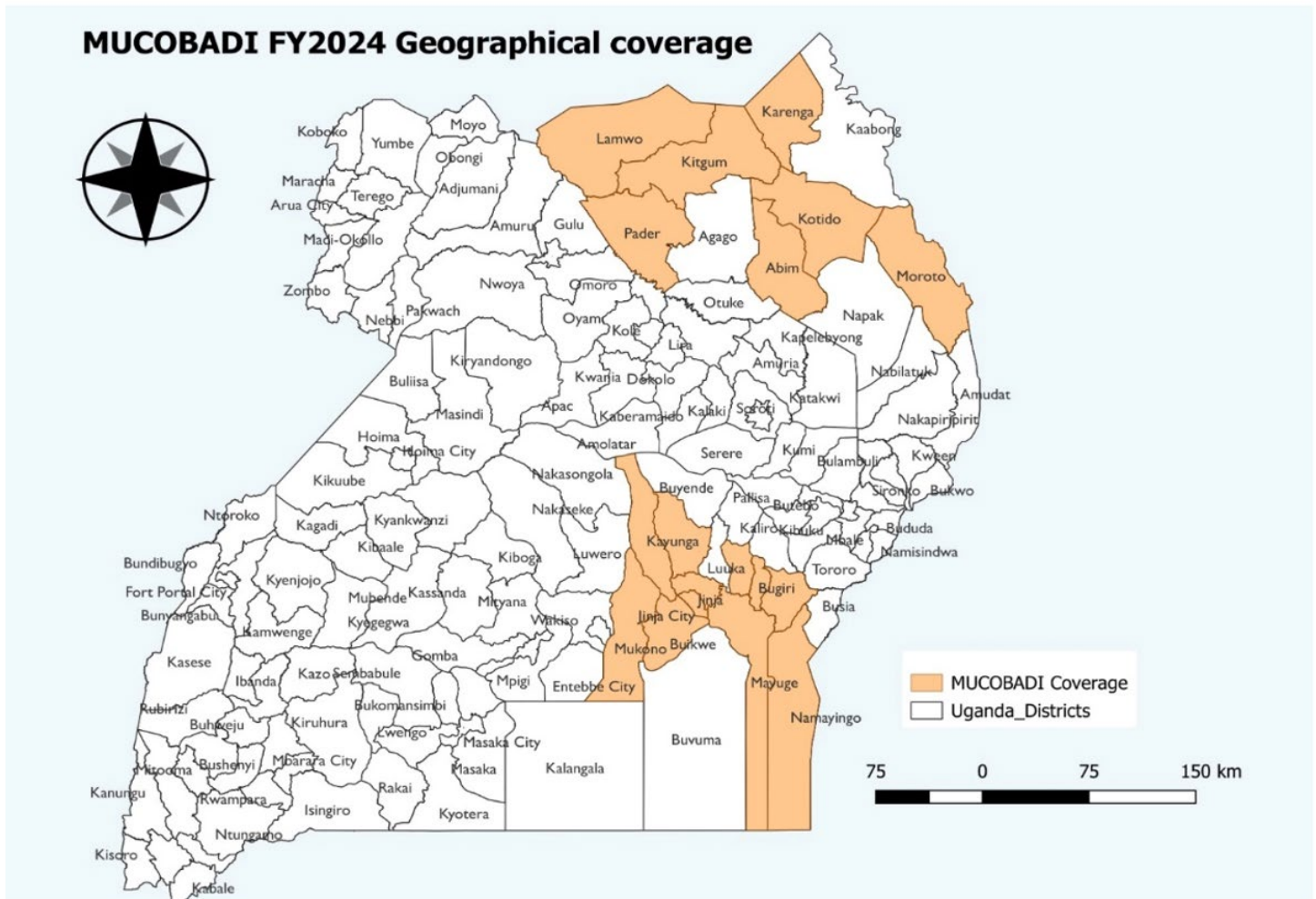
Livelihoods



Accountability

Institutional Growth

MUCOBADI'S FOOTPRINTS



KEY STATISTICS

Districts = 19

Number of Projects Implemented in 2024 = 7

Program Areas (Field Offices) = 5

BOARD CHAIRPERSON'S FOREWORD



On behalf of the Board of Directors, I am pleased to present to you MUCOBADI's annual report for the year 2024, which reflects a year of strengthened governance, institutional resilience and continued commitment of improving the wellbeing of vulnerable children, youth and communities.

Throughout 2024, the Board provided strategic oversight to ensure that MUCOBADI remained aligned to its mission, upheld strong governance standards, and delivered results with integrity and accountability. The achievements documented in this report particularly progress towards HIV epidemic control, strengthened community protection systems and expanded livelihood opportunities are a testament of to the organisations commitment to integrated community centred development.

The Board recognises that MUCOBADI operates in complex and resource constrained environments. We commend Management and the staff for their adaptive leadership, evidence-based decision making, and continued focus on safeguarding, accountability and partnership. Challenges encountered during the year have been approached as opportunities for learning and strategic refinement.

Looking ahead, the Board remains committed to strengthening governance, mobilising resources, and supporting strategic partnerships that will enable MUCOBADI to scale impact, deepen sustainability and respond effectively to emerging community needs. These deliberations are critical in positioning MUCOBADI to remain relevant, responsive and impactful in the years ahead.

I would like to commend the Executive Director, Management, staff, donors and all partners for their dedication, professionalism and commitment to service. As Board, we remain committed to providing strong leadership, ethical oversight, and strategic direction to support MUCOBADI's vision and ensure that organisation continues to deliver lasting impact for the communities we serve.

Yours faithfully,

Bishop. Egesa

Board Chairperson.

MESSAGE FROM OUR EXECUTIVE DIRECTOR



The year 2024 marked a period of consolidation, learning and impact for MUCOBADI as we continued to respond to the complex and interconnected challenges facing vulnerable communities in Uganda. Guided by our Mission “To partner with communities to identify, analyse & respond to the socio-economic barriers of the most vulnerable people”, we implemented integrated interventions that addressed health, livelihoods, rights and institutional systems in a holistic manner.

We are encouraged by the progress made towards epidemic control, particularly the achievement of high HIV knowledge status, full ART coverage among beneficiaries and strong viral load suppression outcomes. These results reflect the dedication of our staff, community structures, health workers and partners who work tirelessly to ensure no one is left behind.

Equally important has been our focus on economic empowerment and resilience. Through the saving groups, Business incubation models and the education support, households have strengthened their abilities to cope with shocks and invest in their futures. While some areas such as youth apprenticeship and climate -smart livelihoods remain a little below our expectations, they have provided valuable lessons that are shaping our strategy moving forward.

MUCOBADI remains deeply committed to accountability, safeguarding and community ownership. We recognise that sustainable changes, require strong systems, empowered communities, and responsive institutions. As we look ahead to 2025, we will continue to build partnerships, innovate and scale what works to deepen our impact.

On behalf of the Board and Management of MUCOBADI, I extend our sincere appreciation to our donors, Government partners, community leaders, staff and beneficiaries for their trust and collaboration throughout the year.

Moses Mutumba

Executive Director, MUCOBADI

INTRODUCTION

OVERVIEW

Since 2009, MUCOBADI has provided lifesaving health, livelihoods and protection services in Uganda. Our mission focuses on three strategic pillars:



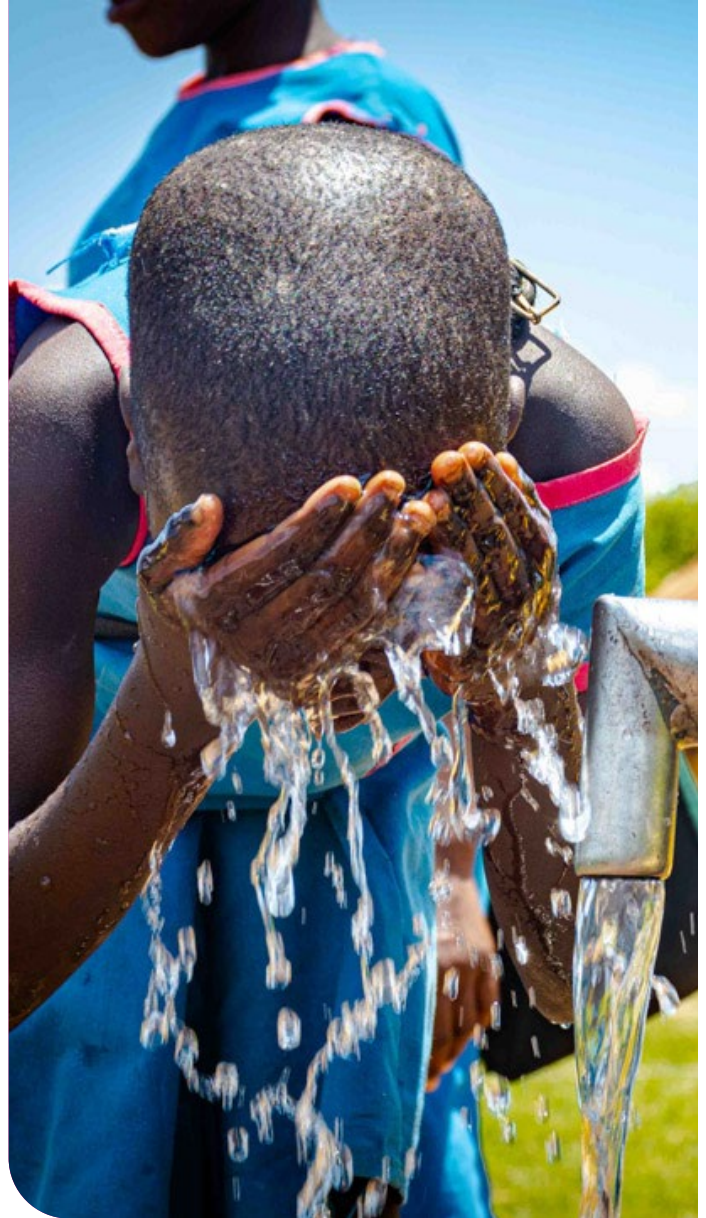
Strengthening community health service delivery systems to enhance good health & wellbeing of vulnerable and excluded populations;



Empowering households (HH) to overcome poverty & food insecurity through sustainable increase in HH income, inclusive productivity and access to education and markets; and



Building resilient communities in which the rights of the most vulnerable are upheld, state and non-state actors are held accountable, and inequality is reduced and; building stronger institutional systems while demonstrating influence among its diverse group of stakeholders.



THE 2024 CONTEXT

In 2024, Uganda continued to grapple with high burden of Infectious, Communicable and Non-communicable diseases and high poverty rates, amidst an environment of limited access and utilization of social services. UBOS data indicates that 26.9% of rural Ugandans plunged into poverty during COVID-19, up from 20.6%, effectively reversing years of SDG progress.

The health landscape remains critical:



HIV/TB: Despite increased treatment investment, MoH data reported 26 new cases in 2024, maintaining its status as a leading cause of death.



Access: Only 57% of Ugandans access essential health services, and while 71.7% live within an hour's walk of a Health Center II, significant gaps remain in specialized care.



Vulnerability: 25% of adolescent girls become pregnant by age 18, and 30% of the population faces chronic food insecurity fueled by climate vulnerability and unsustainable farming practices.



Accountability: Social progress is further hindered by a climate of fear; 77% of citizens fear retaliation for reporting corruption, which disproportionately prevents the poor from accessing vital services.

OUR IMPACT

Despite the hardships, our local teams remained dedicated to building self-sustainable communities by strengthening community health delivery systems, empowering households to build resilient livelihoods and empowering communities to speak up, hold duty-bearers accountable and reducing inequalities and exclusion of the vulnerable groups. The following achievements summarize the 2024 performance.




77,790
People reached in 2024



14,644
People's livelihoods improved




6,704
Youth trained on community conversations and youth-led research approach for planning and budget inclusion advocacy



55,000
People reached through MUCOBADI's health interventions



7,178
People reached through MUCOBADI's rights and accountability interventions



225
Core staff=81 (42 males, 39 females)
Community=144 (78 males and 66 females)



09
Projects implemented in the year

HEALTH

In 2024, our continued partnership with our donors, Ministry of health, district Local Governments, community structures and other stakeholders drove significant progress towards the realization of our strategic goal of improved health, resilience and equality for the most vulnerable communities across all its areas of operation.

To achieve this, MUCOBADI implemented a multi-pronged approach:

- **HIV & SGBV:** Provided integrated HIV and sexual violence prevention services to high-risk populations.
- **Paediatric & Adult HIV Care:** Enhanced quality of life through aggressive case-finding, care retention, and viral load suppression.
- **TB & Malaria:** Improved TB case-finding and screening through community awareness; strengthened malaria prevention and management systems.
- **Maternal & Child Health (MCH):** Optimized family health services via a coordinated referral network of 946 parasocial workers, VHTs, and accountability champions.
- **Mental Health:** Scaled the Interpersonal Psychosocial Therapy for Groups (IPTG) approach to provide evidence-based mental health and psychosocial support.
- **Systems Strengthening:** Utilized social service scorecards and capacity building for Health Unit Management Committees (HUMCs) to improve service design and monitoring.



55,000

People reached with Health interventions



7,008

Individuals reached with HIV prevention services



5,126

SGBV survivors accessed SGBV services



2,660

Individuals reached with TB prevention & treatment education and were screened for TB risk



2,360

Vulnerable adolescents supported to access SRHS



2,329

Individuals reached with education to prevent and treat malaria



1,240

Malnourished children <5 years reached with nutritional services



946

Community structures (individuals) supported



826

Individuals provided with insecticide-treated nets



537

School-going children in upper primary oriented in menstrual hygiene



300

Pregnant & lactating mothers reached with nutrition serve



100%

Positive individuals were enrolled and are currently on ART



98%

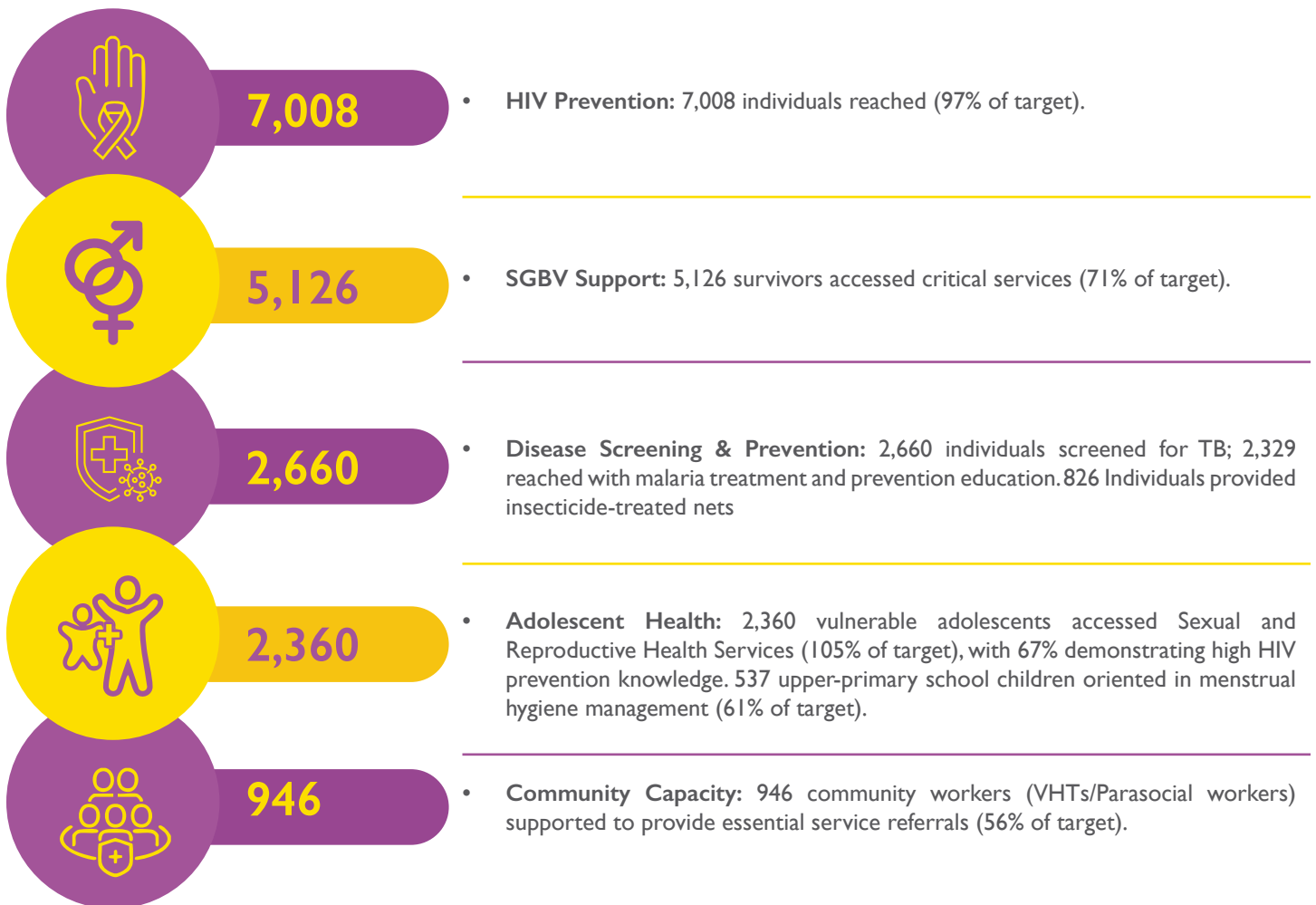
Targeted individuals got to know their status



90%

HIV-positive individuals virally suppressed

During the fiscal year, our health program reached a total of 55,000 People across the 19 districts where health programs were implemented. Of these,



Advancing the 95-95-95 Epidemic Control Goals

MUCOBADI's 2024 performance contributed directly to the UNAIDS global targets for epidemic control.

- 1st 95 (Testing): 98% of targeted individuals now know their status.
- 2nd 95 (Treatment): 100% of HIV-positive individuals identified were enrolled on ART.
- 3rd 95 (Suppression): 90% of HIV-positive individuals in our program achieved viral suppression.





Transforming Lives: Betty's Journey to Viral Load Suppression

Betty (Not real names), a 15-year-old adolescent living with HIV (ALHIV), resides with her aunt Sarah (Not real names) in Kyebando village, Mayuge Town Council, Mayuge District. After losing her father at age 7 and being abandoned by her mother, Betty faced numerous emotional and health-related challenges. In March 2021, she was identified during an enrolment exercise by the USAID/ICARE project at Mayuge HC III. Her viral load was critically high; 23,630 copies/mL and she had been flagged for a switch to second-line ARVs.

A collaborative barrier analysis by the facility team, ICARE, the Peer Support Agent (PS A), and the Para Social Worker (PSW) revealed multiple challenges: poor adherence to medication schedules, limited knowledge about HIV, stigma, strained caregiver-child relations, and inadequate nutrition.

A comprehensive care plan was jointly developed with Betty, Sarah, ICARE, and the facility team. Key interventions included:



Positive parenting sessions for Sarah, leading to stronger caregiver-child bonding.



Linkage of Sarah to a Village Savings and Loan Association (VSLA) for economic empowerment.



Enrolment of Betty in a peer support group at Mayuge HC IV, boosting her confidence and reducing stigma.



Intensive adherence counselling.
Support to Sarah to establish a backyard garden for nutritional improvement.

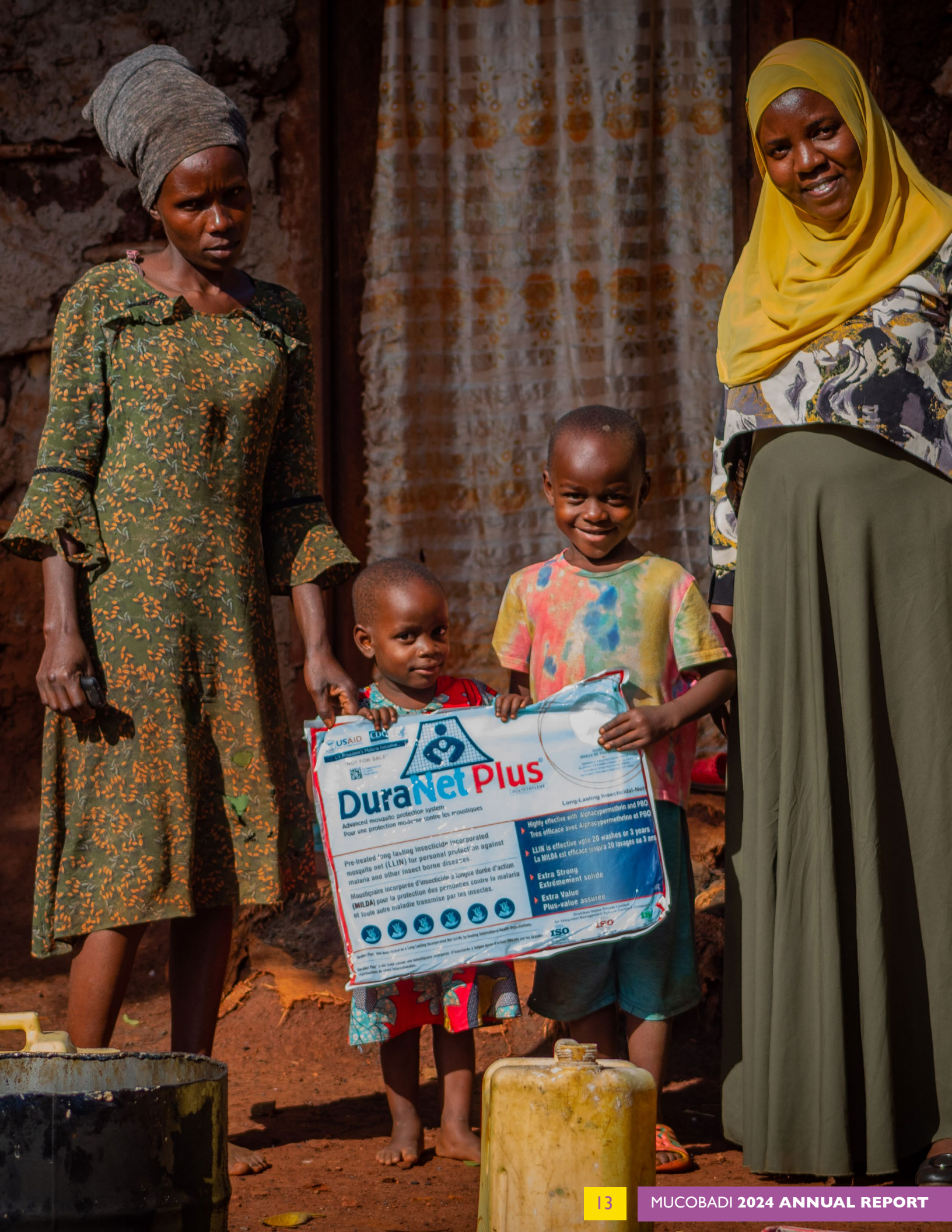


Routine follow-up by a Youth Champion, Case Care Worker, and Para-social Worker.

After six months, Betty's viral load dropped dramatically to 839 copies/mL. She now actively participates in household chores, engages with peers, and is steadily progressing with her education. Betty dreams of becoming a nurse, proof that with the right support, ALHIV can thrive.



I have learnt a lot from the PSW's visit and the visit by the ICARE because I now don't discriminate my child and I have become an agent of change to other people who do so" care taker... ICARE is a life changing project in our community



USAID CDC
 NOT FOR SALE
DuraNet Plus
 POLYETHYLENE
 Long-Lasting Insecticidal-Net
 Advanced mosquito protection system
 Pour une protection moderne contre les moustiques

Pre-treated long lasting insecticide incorporated
 mosquito net (LLIN) for personal protection against
 malaria and other insect borne diseases.

Moustiquaire incorporée d'insecticide à longue durée d'action
 (MILDA) pour la protection des personnes contre la malaria
 et toute autre maladie transmise par les insectes.

- Highly effective with Alphacypermethrin and PBO
 Très efficace avec Alphacyperméthrine et PBO
- LLIN is effective upto 20 washes or 3 years
 La MILDA est efficace jusqu'à 20 lavages ou 3 ans
- Extra Strong
 Extrêmement solide
- Extra Value
 Plus-value assurée

ISO ISO

LIVELIHOODS

In 2024 fiscal year, MUCOBADI's intervention were mainly aimed at:



Food Security & Nutrition:
Enhancing access for the most vulnerable populations.



Economic Empowerment:
Building resilient livelihoods through farm enterprise diversification and off-farm employment.



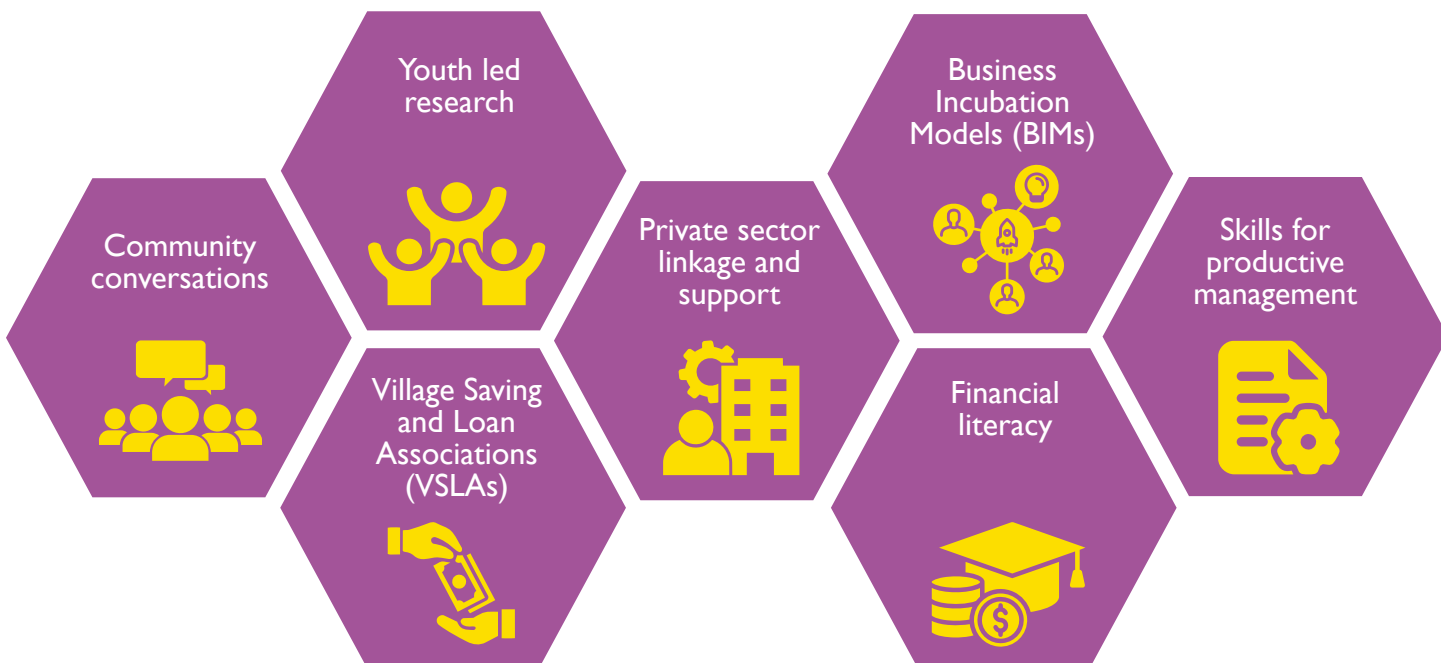
Growth & Skills: Improving the enabling environment for education, job creation, and vocational skill development.



Environmental Stewardship:
Building resilient agro-systems through sustainable farming, conservation, and nature restoration.



To drive these results, we utilized proven, community-led models:



In FY24, our Livelihood Program reached out to 14,644 participants across the 13 districts. With most of the support for this Sector coming from USAID and MasterCard Foundation (through GOAL Uganda), MUCOBADI worked with the Government line Ministry of Agriculture, Water and Environment, Ministry of Gender, Local Government, Private Sector, Research Institutions and Community groups to ensure that:

- 6,704 individuals were reached through economic growth models including VSLA and Business Incubation Model;
- 4,878 youths were supported to access financial and business support services;
- 5,415 individuals linked to essential business support services;
- 7,940 children reached with education subsidy interventions and;
- 560 youths were trained on modern agronomy practices, integrating ecosystems management in routine land use and on environmental conservation & sustainable farming practices.

Booster support to youth and community groups: To strengthen enterprise growth and sustainability, MUCOBADI under the WeWork Project funded by Enabel provided post training support to 100 selected youth engaged in economic productive activities. The booster packages were designed to address key gaps identified through capacity assessments and this included support such as; tools, equipment and inputs aligned to the group's business models. The support enabled groups to stabilize and expand their enterprises, improve productivity and strengthen group cohesion. The booster approach complemented financial literacy, savings and incubation efforts contributing to improved income generation and resilience among participating households and youth.

Performance Highlights






The Secret Behind Commercial Farming: Patrick Okot's Success Story

Patrick Okot, a 28-year-old youth from Ogul Village, Aloto North Parish, Lalano Sub-County in Kitgum District, is a member of the Ogul United Youth VSLA Group. His transition into commercial maize farming demonstrates the power of mindset change and targeted youth empowerment.

Through MUCOBADI's youth trainings in mindset change, financial literacy, business selection, and enterprise management, Patrick gained the confidence and skills to engage in agriculture as a business. Previously, he viewed farming as unprofitable due to challenges such as limited access to inputs and markets.



Before the mindset change training by MUCOBADI, I had never engaged in commercial farming. After the training, I developed interest in maize production for commercial purposes



With a loan of UGX 60,000 from his youth VSLA group, Patrick invested in weeding his maize garden. He currently manages five acres of maize, which are performing well and have attracted attention from district leadership. The photo above shows Patrick guiding the Kitgum District Production Secretary through his maize fields.

Patrick projects earnings of over UGX 1,900,000 from his harvest, supported by the availability of ready markets within the district. His long-term goal is to construct a semi-permanent house to serve as a produce store, enabling him to sustainably grow his agri-business. Patrick encourages fellow youth to adopt a positive mindset towards farming, emphasizing that agriculture can be a viable and profitable enterprise when supported with skills and access to finance. He appreciates MUCOBADI and GOAL Uganda for their continued support in empowering youth to engage in commercial farming and improve their livelihoods.

“From Mindset Change to Market Success: Yoweri Ojwang’s Passion Fruit Farming Journey”

Yoweri Ojwang is a 33-year-old youth from Bipong Village, Oryang Parish, Labongo Amida Sub-County in Kitgum District. He is a member of the Future Masters Youth VSLA Group and a successful example of how mindset change can unlock youth economic potential through agribusiness. Before engaging in MUCOBADI’s youth empowerment activities, Yoweri did not view farming as a reliable source of income. However, after participating in **mindset change training, financial literacy sessions, business selection guidance, good agronomic practices, and community conversations**, his perception shifted. He identified passion fruit farming as a viable commercial enterprise with strong market potential.

With support from his family, Yoweri accessed family land located near a water source and conducted market research within Kitgum District. He discovered a high demand for passion fruits, with most supplies transported from Kampala at high cost. This gap inspired him to invest **UGX 1,350,000** in passion fruit production, protective covering, fencing, construction of support poles, and other inputs. Labor was provided by fellow youth group members on a hire basis, promoting collective youth economic participation.



Today, Yoweri is recognized as a **model youth farmer** in his community. His farm has become a learning hub, hosting **GOAL Uganda NextGen Alumni** during exchange learning visits on passion fruit farming as a business. Looking ahead, Yoweri aims to expand his farm, ensure consistent supply to meet market demand, and train fellow youth in commercial passion fruit production. He encourages young people to embrace farming as a business for improved livelihoods and wellbeing.

Yoweri appreciates **MUCOBADI and GOAL Uganda** for empowering youth in Kitgum District and for facilitating peer learning through the NextGen exchange program.



RIGHTS AND ACCOUNTABILITY

In the 2024 fiscal year, MUCOBADI's interventions mainly focused on increasing accountability and civic participation in fighting corruption, monitoring service delivery and advocacy for better services at all levels. It also encompassed the empowerment of girl children to raise their voices, demand for their rights and participate in decision making spaces at all levels. Our rights and accountability interventions were implemented across XX districts of Uganda and were mainly funded by Royal Danish Embassy, Embassy of the Kingdom of Netherlands and GOAL Uganda through Young Africa Works Programs.

Empowering Youth and the Girl Child

Overall a total of 7,178 people were reached through our rights and accountability interventions. A total of 6,704 Youth under YAWs project were trained on Community Conversations and Youth Led Research approach for planning and budget inclusion advocacy whereas a total of 474 people were reached with rights awareness initiatives.

Further, 580 child abuse cases were reported, reflecting increased community engagement in child protection. In Bugiri district, MUCOBADI's SHELEADS project created a powerful platform for a girl child empowerment. For example, girls participated in the development of the District Child Protection Ordinance in response to the high rates of teenage pregnancies, early child marriage, child labour, child trafficking among others. Efforts to strengthen reporting mechanisms for child protection were fruitful in 2024 fiscal year. For example, our internal assessment indicated that 71% of people in MUCOBADI's districts of implementation know how and where to report cases of child abuse.

Through MUCOBADI's Capacity-building interventions, 70 community members were trained (100% of target) on the use of social accountability methodologies like score cards for monitoring service delivery in the sectors of health and education. In addition, social accountability structures and platforms were established and trained on the responsibilities from district to community level. This includes the District Integrity Forums, District Anti-corruption Task Forces, District Level Barazas, 21 Health Unit Management Committees, 40 School Management Committees, Accountability Champions, and Community Conversation Facilitators among others. These facilitated service delivery monitoring, engagement with duty bearers and provided platforms for citizens to demand for better services, duty bearers to make commitments and for communities to directly follow up on the commitments from the duty bearers.

KEY HIGHLIGHTS

7,178

People reached through our rights and accountability interventions.



6,704

Youth under YAWs project were trained on Community Conversations and Youth Led Research approach for planning and budget inclusion advocacy.



474

(19% of 2,500) People reached with services/awareness messages on children and women's rights



580

child abuse cases reported



71%

(of 70%) people who know how and where to report child abuse cases



70

community people trained in usage of social accountability methodology



Advocacy efforts resulted into the production and adoption of one District Child Protection Ordinance curb high rates of teenage pregnancies, early child marriage, child labour, child trafficking among others.

“From Resilience to Leadership: Doreen’s Journey as a Champion for Girls’ Rights”

Doreen, a 23-year-old young woman from Kyamatyasi Village, Ngoma Sub-County in Nakaseke District, is a passionate advocate for the rights of girls and young women. Living with her mother and eight siblings, Doreen grew up in a resource-constrained household where access to education and basic needs was a constant challenge. Despite these difficulties, she completed her O-level education and later pursued vocational training in hairdressing, demonstrating resilience and determination to shape her own future.

Before joining the **She Leads programme**, Doreen supported herself and her family through small-scale farming, growing and selling crops such as maize, soya beans, and groundnuts. Education came at a high cost, often requiring her to work on other people’s farms to supplement her school fees when her mother’s farming income was insufficient.

Doreen’s life changed in **June 2021** when she joined the **She Leads** programme after being mobilised by a Village Health Team member. Through She Leads, she received training in **advocacy, lobbying, negotiation, leadership, and business skills**. During the COVID-19 pandemic, she was selected by her peers to attend advanced **She Leads** training, which strengthened her confidence and leadership capacity. The business skills training enabled her to establish a hair salon, now earning her approximately **€1.7 per day**, thus improving her economic independence. Beyond economic empowerment, She Leads mentorship sessions deepened Doreen’s understanding of **girls’ rights, gender equality, safeguarding, advocacy cycles, and legal and policy frameworks**. Reflecting on her journey, she shared:



The trainings empowered me, increased my confidence, and enhanced my ability to engage stakeholders on issues affecting girls and young women.

Today, Doreen is an **active community and national-level advocate**. She leads sensitisation meetings, dialogues, and public debates addressing child marriage, teenage pregnancy, child labour, and forced marriage. Working alongside local leaders, religious leaders, and male champions, she has supported efforts that contributed to the **enactment of a child protection bylaw** regulating late-night markets in Iwemba Sub-County and has advocated for **gender-balanced teacher deployment** in schools.

Her advocacy has also reached the **national level**, where she has engaged Members of Parliament and participated in the **16 Days of Activism girls’** conference, presenting a joint position paper developed by girls and young women to challenge harmful practices.

In addition, Doreen equips girls and young women with **practical skills** in tailoring, hairdressing, and mat-making, enabling those affected by school dropout, teenage pregnancy, or early marriage to earn a living. She has successfully linked girls in her group to external partners such as the **Rotary Club of Bugiri** for skills support and mentorship.

Doreen’s vision is to expand her training centre to reach more girls and young women who cannot access formal education. Despite limited resources, including having only one tailoring machine, she remains committed to empowering others to lead independent and dignified lives—with continued support from the **She Leads programme**.





Improving Learning at Oryeotene Primary School, Abim

Before MUCOBADI's intervention through the PACER project, Oryeotene primary school's enrolment was low standing at 767. The classroom had blown off roof, pupils were sited down due to limited number of desks, the staff use to share latrine with pupils.



Figure 1; Shows Accountability champion Elma Akongo together with LCV councillor and Program specialist during courtesy visit at Oryeotene Primary school in one of the blown off class room block that the school was using as dormitory after the secretary Education, Health and Social service joined by Councillor five committing to working on it this financial to Enhance learning.



Figure 2; Figure 4, Shows DEO Abim while committing to working on blown off roof, allocating desks to enhance learning in the school during the District level integrity meeting held at Abim district.

Support from MUCOBADI

When MUCOBADI intervened, oversight committee members were capacitated, community dialogues and conversation were conducted within the school compound and in nearby villages, community Barraza as feedback mechanisms on service delivery was conducted, community monitoring visits by both community structures and District level task force were conducted, back to school campaigns, Drives and Radio talk shows to sensitise communities on corruption and their role in enhancing learning and promoting growth and development of schools and as a result of intervention, the enrolment of Oryeotene primary school has improved by 10% (77 pupils) from 767 to 844, water crisis at school has been addressed, oversight committee members performing their roles, Community members are participating in monitoring of service delivery, Community members freely able to openly raise concerns especially during community conversation which sessions involve entire community members including oversight committee members, local leaders, sub county members.



Outcome of intervention

As a result of MUCOBADI,s intervention, Oryeotene primary School was able to receive support of a Sanitary facility as earlier committed by Secretary Social services to lobby from either other partners and or district to help in addressing the issue of unconducive learning environment and sharing with pupils by teachers and the construction is ongoing as seen in the photo below. Oryeotene primary school was able to receive 30 seater desks for pupils as had earlier committed by Secretary Education and Health during Biannual Barraza and District Education Officer during District Integrity Meeting to support learning in Oryeotene primary school.





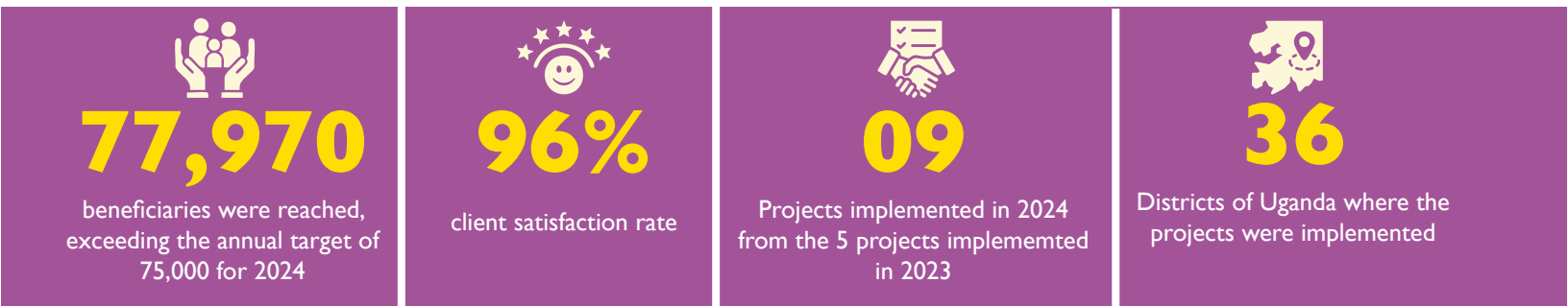
Figure 3; Shows RDC, Abim, Secretary Social services and councillor five while monitoring the renovation of the blown off class room block of Oryeotene Primary that the school was using as dormitory as earlier committed by secretary Education, Health and Social service joined by Councillor five during the Abim district Bi annual Barraza held at Oringowelo community hall facilitated by MUCOBADI to enhance learning



The blown off roof of Oryeotene primary school has been renovated and the community members are now embracing the project for supporting and opening their minds as shown above.

INSTITUTIONAL GROWTH

In the 2024 fiscal year, MUCOBADI made significant strides in ensuring that it remains stronger and influential across all its areas of operations and among its stakeholders. A total of 77,970 beneficiaries were reached, exceeding the annual target of 75,000 for 2024 which was achieved with a client satisfaction rate of 96%. This performance reflects a human centred approach that is impacting our communities beyond figures.



MUCOBADI was able to grow and diversify its programs from 5 projects in 2023 to a total of 9 projects in 2024 cutting across the 4 strategic thematic areas of health, livelihoods, rights & accountability and Institutional growth. These projects were implemented in 36 districts of Uganda and across Eastern Central, Busoga, South Buganda, Acholi, Karamoja, and Masaka sub-regions of Uganda. The table below summarizes the projects that were implemented in 2024.

STRATEGIC THEME	PROJECT	AMOUNT IN USD
Health	USAID ICARE Project	\$2,198,812
	Mental Health Project	\$107,180
Livelihoods	Young Africa Works, Markets for Youth Project	\$166,800
	We Work Pilot Activity	\$10,005
	USAID – The Learning Crisis Project	\$100,000
Rights and Accountability	SHE Leads Project	\$136,458.33
	PACER Project	\$148,131.25
	Global Girls Creating Change Project	\$21,132.80
Institutional Growth	Organizational Development Fund Project	\$11,181.08
Total		\$2,899,700

MUCOBADI remains committed to ensuring that strong systems are in place for effective program delivery and resource management while facilitating transparency and accountability. In 2024, MUCOBADI conducted both internal and external program and financial reviews to assess compliance to the required country, donor and internal standards. The findings from the reviews were documented and recommendations were organized in action trackers for implementation, further improvement and decision making. In addition, the online QuickBooks systems was institutionalized, making it seamless and efficient to generate the project charters of accounts, institutional and project specific financial performance reports.

MUCOBADI developed, updated and revised its operational, programming & management tools (policies, guidelines, manuals & Standard Operational Procedures) which helped ensure quality service delivery, compliance, accountability and continuous learning throughout the implementation period of 2024. The policies and guidelines that were updated/developed in 2024 include;



The resource mobilization strategy has played a critical role in strengthening the capacity of the MUCOBADI teams in Business Development and fundraising. In addition, the programs and partnerships manuals has positioned MUCOBADI as a partner with strong abilities to attract formidable partnerships with credible civil society organizations, private sector and Government stakeholders. It has also strengthened MUCOBADI's ability to sub-grant and manage partnerships.

In 2024, MUCOBADI was able to secure long term partnerships with several donors, international partners and local civil society organizations. This included the Royal Danish Embassy, Enabel Belgian Agency, GOAL Global, GOAL Uganda, Action Against Hunger, Bantwana Initiative in Uganda, Restless Development, Strong Minds Uganda, Ministry of Gender, Ministry of Health and The Office of the Prime Minister among others. The successful securing of long-term partnerships and the expansion of our organisational capacity have positioned us well for the future

given the dwindling funding and donor fatigue. The expansion of our senior management team to include program and resource acquisition dedicated staff marks a step forward in improving our operational effectiveness and resource acquisition capacity. It ensures that that we have the expertise and resources needed to support our field teams effectively.

However, we acknowledge that significant challenges lie ahead. The shifting landscape of international development funding, including reductions in government and institutional support, requires us to be more adaptive and financially resilient. The political and humanitarian crises in regions where we work, particularly in Karamoja, continue to place immense pressure on our teams and resources. While we have made progress in stabilizing our financial reserves, the donor funds remain limited with increasing donor fatigue, underscoring the need for innovative funding strategies and operational efficiency. In 2025, the focus will be to complete updating the pending policies

CROSS-CUTTING ISSUES AND INTEGRATED APPROACHES

MUCOBADI recognises that sustainable development outcomes require addressing cross-cutting issues that influence vulnerability, access and equity. In 2024, cross-cutting considerations were intentionally mainstreamed across all health, livelihood and Rights & Social Accountability interventions to enhance impact and sustainability. Among the key issues were:



Gender equality and social inclusion: MUCOBADI prioritises Gender and age responsive programming to address the specific needs of women, girls, boys and other vulnerable groups. Interventions targeted adolescent girls and young women, survivors of sexual and gender-based violence, adolescent mothers and children living with HIV. Community dialogues and community service delivery models promoted positive gender norms, reduced stigma, and improved access to services for marginalised populations.



Adolescent and youth participation: Adolescents and youth were engaged as beneficiaries and active participants in the program design and implementation. Youth groups, peer educators, and adolescent structures supported HIV prevention, SRHR awareness, violence prevention, and livelihood initiatives fostering leadership, voice and agency among young people.



Safeguarding and do no harm: Safeguarding principles were integrated across all programs to protect children, adolescents and vulnerable adults. Staff and community-based structures were trained on child safeguarding, prevention of sexual exploitation and abuse, and ethical engagement. Referral pathways were strengthened to ensure timely response, to safeguarding concerns.



Community systems strengthening: MUCOBADI invested in strengthening community health structures (linkage facilitators, counsellors, mentor mothers, VHTs), child protection committees, savings groups and accountability platforms. A total of about 946 structures were supported, enhancing local ownership, referral efficiency, and sustainability of interventions beyond the project.



CHALLENGES AND MITIGATION MEASURES

Despite notable achievements in 2024, MUCOBADI faced some contextual and operational challenges that included the following:

Climate and environmental constraints: Climate variability, unpredictable weather patterns, and limited access to agricultural inputs for youth willing to engage in agriculture slowed adoption of climate smart agriculture and ecosystem management practices among the targeted households. MUCOBADI however, explored some partnerships and one youth group comprising of 30 members was supported with seed inputs including a solar powered irrigation kit to aid them through the season. Further engagements were done to ensure that other households are equally supported and linked to Government programs.

High service demand Vs available resources: Demand for HIV, SRHR, GVB, Nutrition and child protection services continued to outpace available financial and human resources especially in high burden communities. MUCOBADI had to leverage resources from the private facilities to address the health related needs of the clients while the community structures facilitated community support and referrals.

Socio- cultural barriers and stigma: Persistent stigma related to HIV, adolescent sexuality, gender-based violence, and reporting of abuse affected service uptake and timely disclosure in some communities. MUCOBADI however, integrated disclosure sessions during the routine household visits and these mitigated some barriers with some clients starting to disclose.

Household economic pressures: Ongoing poverty, food security and livelihood instability impacted treatment adherence, school retention, and consistent participation in program activities for some households. To address some of these concerns, an emergency fund was set aside to cater for critical cases that required urgent support in the form of food, medical care and other needs. In addition, households were further linked to existing Government programs, most especially the livelihood programs, PDM and SAGE. MUCOBADI will continue to build more partnerships for resource leverage.

LESSONS LEARNED

Implementation experience through 2024 generated key lessons that will guide MUCOBADI's future programming and institutional strengthening efforts. These include:

01 Integrated programming enhances impact: Linking health, livelihoods, and rights interventions delivers more sustainable outcomes than single sector approaches. For example, improved household income from livelihood programs supports better nutrition and treatment adherence, while strengthened community protection systems and rights awareness create safer environments for children and adolescents.

02 Household level engagement is more critical in programming: Direct engagement with caregivers and households is essential for improving treatment adherence, child protection outcomes and adolescent wellbeing. This is because families support to ensure and reinforce positive behaviours and ensure that both interventions are practical and sustainable.

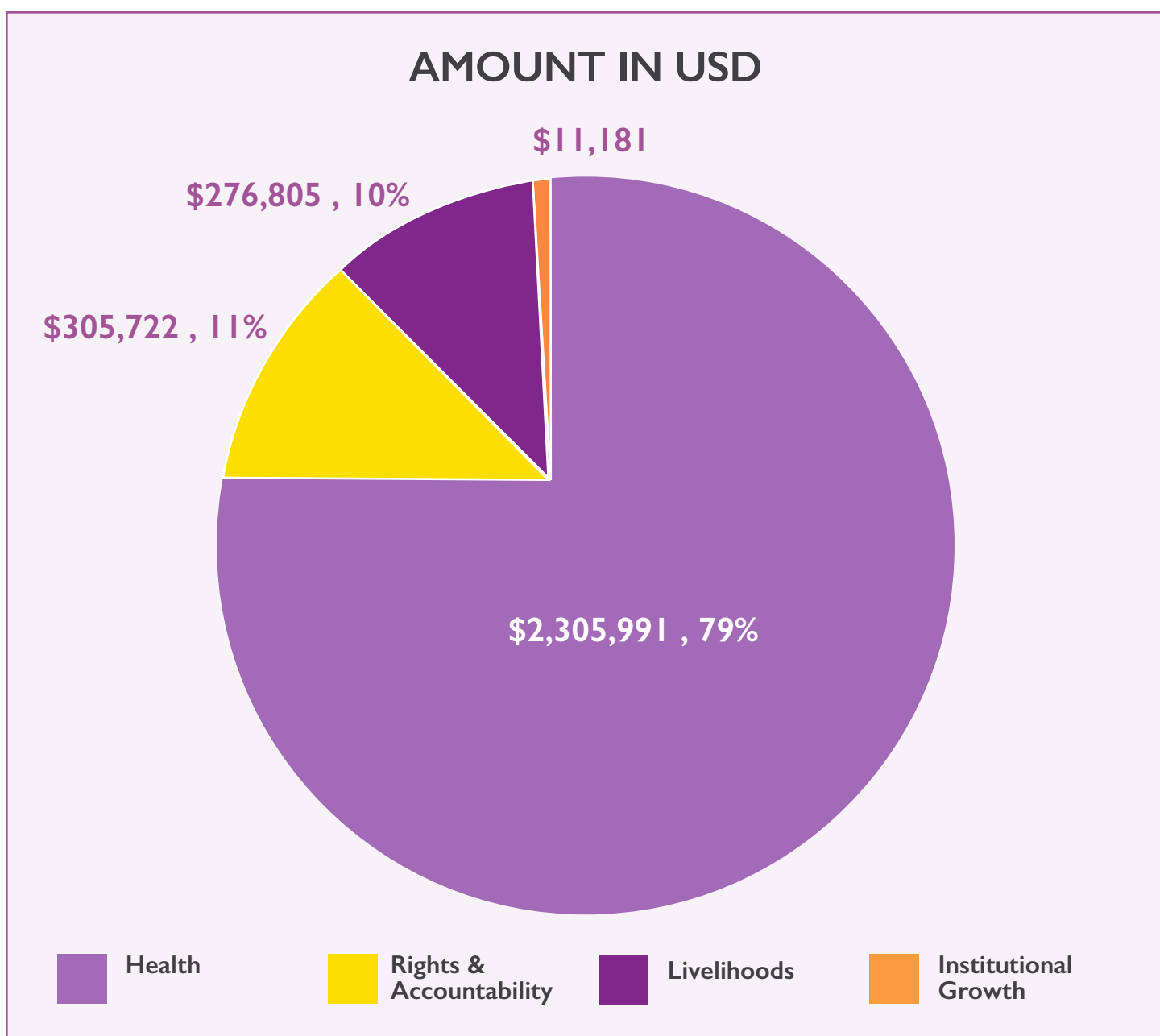
03 Community ownership strengthens sustainability: investment in community structures, leadership and peer support improves accountability, uptake, and continuity of services beyond the project timelines.

04 Youth centered programming requires strong partnerships: Effective skills development and employment pathways depend on early and sustained engagement with private sector actors and local markets.

05 Data-driven learning improves program quality: Routine monitoring, case conferencing, and reflective learning enable timely identification of risks and informed program adaptation.

FINANCIAL HIGHLIGHTS

SECTOR	AMOUNT IN USD
Health	\$ 2,305,991
Livelihoods	\$ 276,805
Rights and Accountability	\$ 305,722
Institutional Growth	\$ 11,181



HEAD OFFICE

P.O Box 285 Bugiri, Uganda
Plot 2, Ayakiza Road, Bugiri Municipality
Email: info@mucobadi.org
Tel: 0414-671548/043-4660157
Tollfree: 0800111465

Kampala Liason Office

Plot 20/21 Martyrs Crescent
Ntinda, Kampala Uganda

Kitgum Regional Office

Opp Kitgum Police Quarter
Langalanga Road
Apolouground cell, Kitgum
Central Division, Uganda

Mukono Cluster Office

Plot 25 Mulyanti Road
Block 193 Mukono Municipality
Mukono District, Uganda

Jinja Regional Office

Plot 44b Kira, Road
Jinja City, Southern Division,
Uganda



@mucobadi