



CARE INTERNATIONAL IN UGANDA

ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS

For the year ended 30 June 2026

HOLDING THE LINE, SHIFTING THE POWER





ORGANISATION INFORMATION

REGISTRATION

CARE International in Uganda (the “Organisation”) was registered on 21 February 2006 under the Companies Act Cap. 106 Laws of Uganda as a place of business for Cooperative for Assistance and Relief Everywhere Inc. The Organisation is also registered under the Non-Governmental Organisations Act of Uganda as an international NGO (File No. MIA/NB/1992/02/3321).

The Country Director holds a Power of Attorney to act for and on behalf of Cooperative for Assistance and Relief Everywhere Inc.

REGISTERED OFFICE

5th Floor, Union House,
Plot 78, Luthuli Avenue, Bugolobi, Kampala
P.O. Box 7280, Kampala, Uganda
Tel: +256 31 225 8100
Email: UGA.CARE-Uganda@care.org

MANAGEMENT TEAM

Apollo B. Gabazira	Country Director
Michael Tugyetwena, PhD, CPA	Director of Operations & Impact
Jane Kyokusiima Karemire	Program Partnership Lead
Esther Nampijja Regina	Head of Human Resources & Administration
Dorothy Rutazaana	Head of Grants and Compliance
Aramanzan Madanda, PhD	Senior Technical Advisor – Team Leader, Women & Girls’ Program

AUDITOR

Ernst & Young, Certified Public Accountants
Ernst & Young House, Plot 18 Clement Hill Road, Shimoni Office Village,
P.O. Box 7215, Kampala, Uganda.
Tel: +256 414 343520/4.
Email: info.uganda@ug.ey.com.
The firm is licensed and regulated by ICPAU, No. AF 0010.

BANKERS

Citibank Uganda Limited
Centre Court
Plot 4 Ternan Avenue, Nakasero
P. O. Box 7505, Kampala, Uganda

Stanbic Bank Uganda Limited
Crested Towers
Plot 17, Hannington Road
P. O. Box 7131, Kampala, Uganda

LAWYERS

AF Mpanga Advocates
4th Floor, DFCU Towers
Plot 26 Kyadondo Road, Nakasero
P. O. Box 1520, Kampala, Uganda

MMAKS Advocates
4th Floor, Redstone House,
Plot 7 Bandali Rise, Bugolobi
P. O. Box 7166, Kampala, Uganda



TABLE OF CONTENTS

ORGANISATION INFORMATION	i
Glossary of Terms.....	iii
Stakeholder Map & Material Topics Snapshot	vi
FY26 AT A GLANCE.....	vii
Message from the Country Director	ix
ABOUT THIS REPORT.....	x
PART A – ORGANIZATIONAL OVERVIEW & STRATEGY	1
1. Who We Are: CARE International in Uganda.....	2
2. OPERATING CONTEXT & EXTERNAL ENVIRONMENT (FY26: YEAR ENDED 30 JUNE 2026)	6
3. Strategy & Business Model	10
4. Stakeholder Engagement & Materiality	15
5. Risk & Opportunity Overview (FY26)	18
PART B – FY26 PERFORMANCE & IMPACT.....	21
6. NATIONAL CONTRIBUTION & VALUE FOR MONEY (FY26).....	22
7. Program Performance by Strategic Pillar (FY26).....	25
8. PARTNERSHIPS & LOCALIZATION (FY26)	41
9. POLICY INFLUENCE & SYSTEMS CHANGE.....	45
PART C – SUSTAINABILITY (GRI/INTEGRATED REPORTING/IFRS S2-READY)	48
10. Sustainability Governance & Approach	49
11. ENVIRONMENTAL STEWARDSHIP (FY26).....	54
12. SOCIAL IMPACT & PEOPLE (FY26)	58
13. RESPONSIBLE SUPPLY CHAIN & LOCAL ECONOMIC PARTICIPATION.....	61
14. SUSTAINABILITY PERFORMANCE TABLES & TARGETS.....	63
PART D – GOVERNANCE, RISK & COMPLIANCE	66
15. GOVERNANCE & LEADERSHIP	67
16. RISK MANAGEMENT	74
17. COMPLIANCE & ACCOUNTABILITY.....	75
18. ASSURANCE AND RESPONSIBILITY STATEMENT.....	76
PART E – FINANCIAL STATEMENTS.....	78
19. STATEMENT OF MANAGEMENT’S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS.....	79
20. INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF CARE INTERNATIONAL IN UGANDA	80
21. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2026	83
22. STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2026	84
23. STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2026	85
24. STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2026.....	86
25. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2026.....	87
26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026	88

GLOSSARY OF TERMS

AAP	Accountability to Affected People
ACERWC	African Committee of Experts on the Rights and Welfare of the Child
ADA	Austrian Development Agency
AML/CFT	Anti-Money Laundering / Countering the Financing of Terrorism
ANCP	Australian NGO Cooperation Program
BUAK	Bioenergy Umbrella Association of Kyangwali
CAADP	Comprehensive Africa Agriculture Development Programme
CBF	Community-Based Facilitator
CHS	Core Humanitarian Standard
CP	Child Protection
CPIMS	Child Protection Information Management System
CSD	Country Strategic Directions
D4I	Data for Impact (partnership management platform)
DDEG	District Discretionary Equalisation Grant
DDT4C	Digital Data Trails for Credit
DEI	Diversity, Equity and Inclusion
DPIA	Data Protection Impact Assessment
DRR	Disaster Risk Reduction
ECHO	European Civil Protection and Humanitarian Aid Operations
EFRIS	Electronic Fiscal Receipting and Invoicing Solution (Uganda)
EMB	Engaging Men and Boys
ERF	Emergency Response Fund
EVG&D	Economic Value Generated and Distributed (GRI 201-1)
FFBS	Farmer Field and Business School
FMNR	Farmer Managed Natural Regeneration
GAC	Global Affairs Canada
GALS	Gender Action Learning System

GBV	Gender-Based Violence
GBVIMS	Gender-Based Violence Information Management System
GEAR	Gender Equality and Resilience (project)
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GROW	Generating Growth Opportunities and Productivity of Women Enterprises
HMIS	Health Management Information System
IBSM	Integrated Business Services Model
ICR	Indirect Cost Recovery
IPSAS	International Public Sector Accounting Standards
KMP	Key Management Personnel (IPSAS 20)
KYC	Know Your Customer (identity validation for credit)
LCDA	Livelihood and Carbon Development Agreement
LIA	Local Inclusion Agenda
LLD	Locally Led Development
L/NA	Local and National Actor
MAD	Minimum Acceptable Diet (children aged 6–23 months)
MDD-W	Minimum Dietary Diversity for Women
MEAL	Monitoring, Evaluation, Accountability and Learning
MGLSD	Ministry of Gender, Labour and Social Development
MHPSS	Mental Health and Psychosocial Support
NDP IV	Uganda National Development Plan IV (2025/26–2029/30)
NPA	National Planning Authority
NRM	Natural Resource Management
OFSP	Orange-fleshed sweet potato
OPM	Office of the Prime Minister
PAR30	Portfolio at risk (loans more than 30 days in arrears)
PDPA / PDPO	Data Protection and Privacy Act, 2019 / Personal Data Protection Office

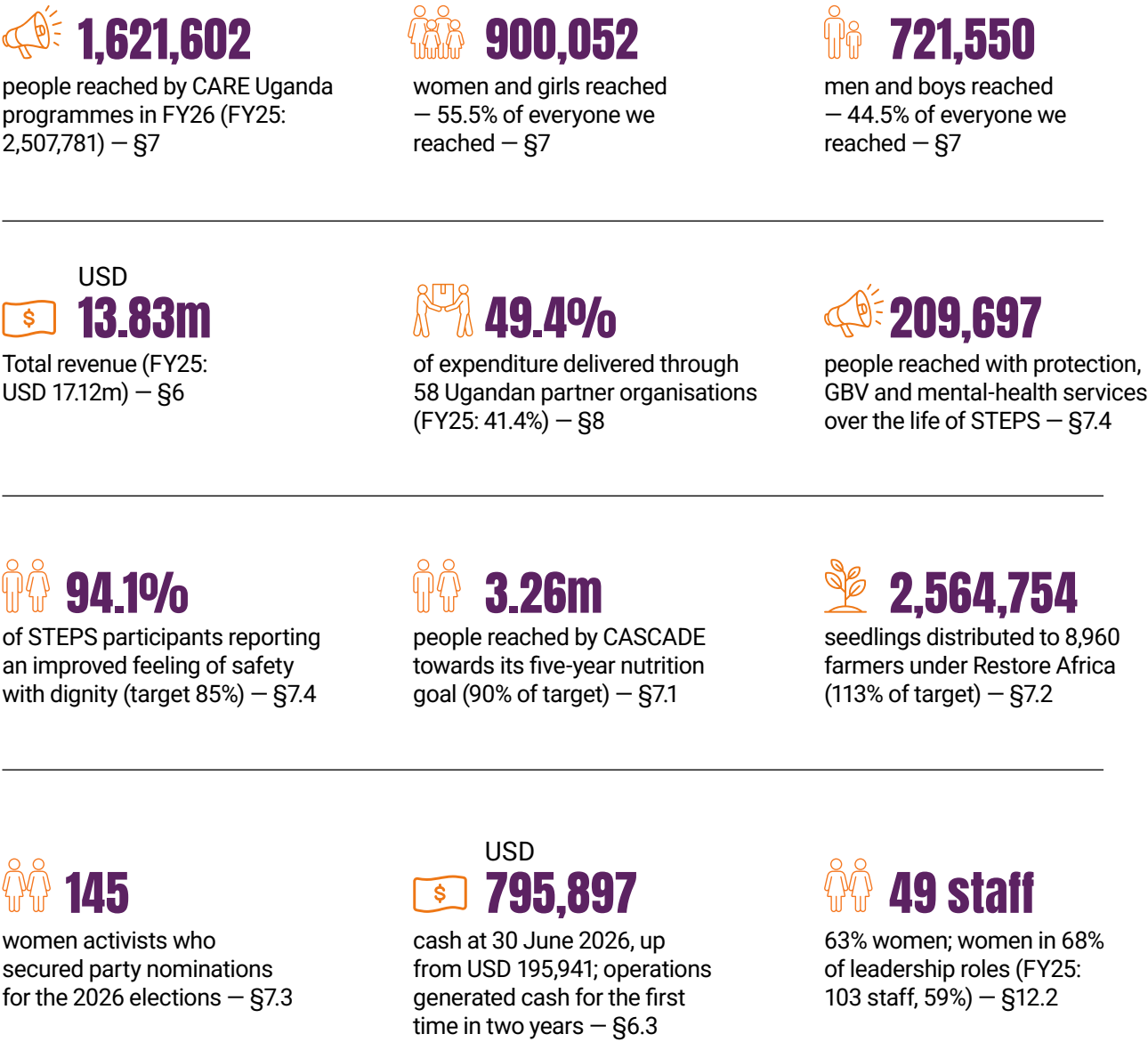
PIIRS	CARE Project and Program Information and Impact Reporting System
PM+ / CBT	Problem Management Plus / Cognitive Behavioural Therapy (MHPSS approaches)
PSEA	Protection from Sexual Exploitation and Abuse
PWD	Person with Disability
QuAM / QuAMPlus	NGO Quality Assurance Mechanism (Uganda) / its digital successor platform
RLO	Refugee-Led Organization
SAA	Social Analysis and Action
SMT	Senior Management Team
SRHR	Sexual and Reproductive Health and Rights
STEPS	Sustainable Transition to Locally led Emergency and Protection Services
TACT	partner organisational capacity assessment tool (Women’s Voice and Leadership)
TFGBV	Technology-facilitated gender-based violence
UASC	Unaccompanied and separated children
UNBS / URSB	Uganda National Bureau of Standards / Uganda Registration Services Bureau
UVTAB	Uganda Vocational and Technical Assessment Board
VAWG	Violence Against Women and Girls
VfM	Value for Money
VHT	Village Health Team
VSLA / YSLA	Village Savings and Loan Association / Youth Savings and Loan Association
WEDN	Women’s Economic Development Network
WEI	Women’s Empowerment Index (CASCADE outcome survey)
WLO / WRO	Women-Led Organization / Women’s Rights Organization
WTP	Willingness to pay (study)
WVL	Women’s Voice and Leadership (project)

STAKEHOLDER MAP & MATERIAL TOPICS SNAPSHOT

Stakeholder Group	Expectations	Engagement Channels	Material Topics
Crisis-affected communities	Dignified assistance, safety, participation	GBV champions and referral pathways; para-social workers at reception centres; community awareness sessions; outcome-harvesting interviews	Safeguarding, Gender Equality, Service Continuity
Local partners (WLOs/WROs, RLOs, CSOs)	Equitable partnerships, timely funding, financial resilience	Consortium governance seats; QuAMPlus digital profiles; board-level governance training; peer coaching	Localization, Risk Sharing, Partner Liquidity
Government (OPM, ministries, local governments)	Policy alignment, compliance, contracted delivery	District coordination platforms; contracted delivery under MoGLSD; technical assistance to District Planning Units	Accountability, Data Protection, Systems Change
UN agencies & coordination bodies	Complementarity, transparency	Sector working groups; referral coordination; joint reception-centre service packages	Humanitarian Quality, AAP
Donors & multilaterals	Evidence, risk management, Value for Money	Portfolio reviews; results dashboards; endline evaluations; utilisation reporting	Funding Volatility, Localization, Climate Risk
Staff	Duty of care through transition	Town-halls; safeguarding refreshers; separation support	Staff Wellbeing, DEI, Duty of Care

FY26 AT A GLANCE

Seven numbers tell the story of the year: a smaller organisation, a protected partner base, and outcomes that held. Every figure is sourced in the chapter shown.



What did not go to plan.

Host-community reach under STEPS fell far short of target; clean-cooking sales reached 673 households against a 10,000 target; tree survival under Restore Africa was 45 per cent against 80; lending under Digital Data Trails for Credit remained well below its 375-women target; and only 1.7 per cent of children aged 6–23 months in CASCADE districts received a minimum acceptable diet. Each is reported, with its explanation, in §7.



Women members of a GEAR-supported village savings and loan association in Arua City count their annual share-out, January–March 2026. Fifty-seven GEAR groups distributed UGX 621.4 million in savings this year.



MESSAGE FROM THE COUNTRY DIRECTOR

FY26 was the year the contraction we had been planning for arrived. Total revenue fell to USD 13.83 million from USD 17.12 million, and grants and donations fell 27 per cent, as the aid financing shock that began in FY25 worked its way through our pipeline. We had said we would protect what mattered most. This report is the account of whether we did.

The clearest answer sits in a single line of our accounts. Spending through partner organisations held almost flat at USD 6.72 million while every other cost line fell sharply. As a share of what we spent, resources flowing through local and national organisations rose from 41 per cent to 49 per cent, across 58 partners. When money became scarce, we did not pull it back to the centre.

The harder answer sits in the count of people. We reached 1,621,602 people in FY26, of whom 900,052 — 55 per cent — were women and girls, the proportion I am least willing to see slip. But that total is 886,179 fewer people than the year before, a fall of 35 per cent while our spending fell 18 per cent. Reach contracted twice as fast as money, and I want to be plain about why. The projects that closed carried the high-volume, low-cost work: mass sensitisation, and outreach that touches many people lightly. What remains is weighted toward protection case management, gender-based violence response and mental-health support — work that costs more per person because it does more for each one. Fewer people served more deeply. That was a choice and I would make it again, but the people no longer inside that number are its cost.

Our humanitarian consortium, STEPS, closed in April 2026 having reached 209,697 people over the life of the Action, implemented by seven national organisations whose share of the consortium budget we raised from 25 per cent to at least 60 per cent; 94.1 per cent of participants reported an

improved feeling of safety with dignity, against a target of 85. CASCADE, our nutrition consortium with GAIN, has reached 3.26 million people across five years, 90 per cent of its goal, and saw the National Planning Authority adopt its nutrition planning guide as national guidance. Both are life-of-project totals and sit on a different basis from the FY26 figure above (see §7). We also launched the QuAMPlus certification platform for Ugandan civil society, and were contracted by the Ministry of Gender, Labour and Social Development under the World Bank-financed GROW Project — our first delivery contract inside a government programme.

I will not present a smaller year as a better one. Services were cut, staff left us, and our end-of-project reports carry targets we did not reach. Our own endline evaluation of STEPS asked whether localisation had moved “from participation to power-sharing” and answered honestly: “meaningful progress, but also unfinished transformation.” But we closed FY26 with USD 795,897 in cash against USD 195,941 a year earlier, and net assets of USD 689,801. The Board has approved an FY27 budget of USD 10 million, a further reduction of about 28 per cent, on which we will reach fewer people again. What I will not do is let that number fall silently: we will say in advance which populations and which services we are protecting, and report against that statement.

My thanks to our staff, who carried more with less; to our partners, who took on more responsibility; and to the communities who continue to hold us to account.



Apollo B. Gabazira
Country Director,
CARE Uganda

ABOUT THIS REPORT

Scope and period. This is CARE International in Uganda’s integrated annual report and financial statements for the financial year 1 July 2025 to 30 June 2026 (FY26). It covers the country office and its field locations, and the results achieved with the 58 implementing partners funded through sub-awards during the year. Programme results are attributed to their source project and reporting period; where a project reports on a donor calendar or over the life of the project, the report says so rather than restating the figure as an FY26 result (§7, §18).

Basis of preparation. The financial statements in Part E are prepared under International Public Sector Accounting Standards (accrual basis) and the Companies Act, Cap. 106. The narrative follows the International <IR> Framework’s content elements – organisational overview and external environment, business model, risks and opportunities, strategy, performance, outlook and basis of preparation – and Part C is prepared with reference to the GRI 2021 Universal Standards, with climate disclosures structured on the TCFD/IFRS S2 architecture (§10.1). Materiality is determined through the dual-lens process described at §4.2.

How to read it. Part A explains who we are and the environment we worked in; Part B reports FY26 performance against targets; Part C reports sustainability performance; Part D covers governance, risk and compliance; Part E contains the financial statements. Each pillar chapter in §7 opens with a summary table, reports results against target, explains shortfalls, and closes with what changed for the women and communities we work with. Boxed quotations and stories are reproduced verbatim from project reports, with attributions as those reports give them.

Responding to the 2025 FiRe Awards evaluation. CARE Uganda’s FY25 report was evaluated under the Institute of Certified Public Accountants of Uganda’s 2025 Financial Reporting (FiRe) Awards. The evaluators commended the report’s clarity, design and integrated structure and identified specific gaps. The table below shows where each recommendation is addressed in this report.

FiRe evaluator recommendation (FY25 report)	How this report responds	Where
Disclose management and operational structures, and the diversity of experience and skills of those who lead the organisation	Governance structure, SMT profiles and a skills-and-experience matrix added	§15.1–15.2
Explain how success against strategy will be measured and over what period	Measurement framework, indicators and time horizon set out; FY26 outturn reported against FY26 targets with FY27 targets	§3.1, §7, §14
Report performance against set targets and explain differences	Portfolio scorecard and pillar-level “against target” reporting, with explanations for every shortfall	§7

FiRe evaluator recommendation (FY25 report)	How this report responds	Where
Give reasons for variances in the budget statement	Note 14 expanded to explain every material variance by programme and fund code	§25, Note 14
Approve and sign off the financial statements	The Financial Statements are signed off by The Country Director and Senior Finance Manager	§19, §22
IPSAS 14 title – “Events after the Reporting Date”	Policy and note titled correctly	Note 3(n), Note 18
IPSAS 20 – nature of related-party relationships, elements of transactions, and key management personnel	Related-party note expanded by counterparty, with terms, and key management personnel compensation disclosed by category	Note 15
Disclose how sustainability risks and opportunities are monitored and managed	Monitoring and management cycle described	§10.1, §5
Profiles of the SMT, committee terms of reference, meetings and attendance, appointment procedures, governance training, succession planning	New governance disclosures now included	§15
Performance evaluation of senior executives and a remuneration report	Performance management cycle and remuneration policy disclosed, with key management compensation	§15.5, Note 15
Audit committee with clear terms of reference	Audit and assurance oversight arrangements disclosed, including the external audit terms of reference and internal audit	§15.4
Caption all photographs; add highlights, breakout quotes and visuals to balance text; simplify navigation	Captioned photograph; “FY26 at a glance”; KPI tiles; pull-quotes and boxed stories in each pillar; two-level contents	Throughout

PART A – ORGANIZATIONAL OVERVIEW & STRATEGY



1. WHO WE ARE: CARE INTERNATIONAL IN UGANDA

CARE International in Uganda (CARE Uganda) is part of CARE's global confederation, operating in Uganda since 1969. We work with government, civil society, private sector and community structures to save lives, defeat poverty and advance social justice—putting women and girls at the center of all we do. Our programming spans humanitarian response, resilience and climate justice, women's and girls' rights, and livelihoods/market systems, with a strong commitment to locally led development and ethical, accountable partnerships.

1.1 History, Mandate & Legal / Registration Details

History & mandate. CARE has maintained an uninterrupted presence in Uganda since 1969, evolving from emergency relief to recovery and long-term development, while maintaining rapid humanitarian response capacity for refugee-hosting and disaster-affected districts. Our mandate aligns with national priorities and sector strategies, and with CARE's global focus on gender equality and the rights and agency of women and girls.

Legal status & registration. CARE International in Uganda was registered in Uganda on 21 February 2006 under the Companies Act, Cap. 106 Laws of Uganda, as a place of business of Cooperative

for Assistance and Relief Everywhere, Inc., and is duly registered with the National Bureau for Non-Governmental Organisations (NGO Bureau) as an International NGO (File No. MIA/NB/1992/02/3321).

Registered office / principal place of business. 5th Floor, Union House, Plot 78, Luthuli Avenue, Bugolobi, Kampala. Postal: P.O. Box 7280, Kampala, Uganda. Tel: +256 31 225 8100; Email: UGA.CARE-Uganda@care.org.

Responsibility statement. Management accepts responsibility for compliance with Ugandan laws and regulations applicable to INGOs and with the policies and standards adopted by CARE International.

1.2 Vision, Mission, Values & Safeguarding Commitments



Mission (global)

CARE works around the globe to save lives and defeat poverty (and to achieve social justice), with women and girls at the center.



Vision (global)

We seek a world of hope and equality where poverty has been overcome and all people live with dignity and security. These statements guide and frame CARE Uganda’s country strategy and program choices.



Core values. CARE’s values—Transformation, Integrity, Diversity, Equality, and Excellence—shape our culture and accountability to the communities we serve, our partners and our donors.

Safeguarding & PSEA commitments. CARE Uganda upholds CARE International’s Safeguarding Policy and Code of Conduct, embedding a survivor-centered approach and zero tolerance for sexual harassment, exploitation and abuse, child abuse, and all forms of violence. We integrate safeguarding in programs and partnerships (due diligence, partner capacity-strengthening, safe-reporting channels, and case management) and apply safer recruitment and staff training requirements across the portfolio. In FY26, safeguarding was explicitly identified as a capacity gap in the assessment of Role Model Men and Women Mentors under the Regreening programme in Yumbe, and is being addressed through the structures’ linkage to protection partners.

1.3 Where We Work

Head office. Union House, Bugolobi (Kampala).

Humanitarian & refugee-hosting footprint. CARE works alongside government and local partners in Uganda’s major refugee-hosting districts and settlements. Areas of operation reported on during FY26 include, by settlement:

West Nile / Northern:

- ✦ Bidi Bidi (Yumbe)
- ✦ Rhino Camp & Imvepi (Arua/Terego/Madi-Okollo)
- ✦ Palorinya (Obongi/Moyo)
- ✦ Adjumani
- ✦ Palabek (Lamwo)

Mid-West / Western / South-West:

- ✦ Kiryandongo
- ✦ Kyangwali (Kikuube)
- ✦ Kyaka II (Kyegegwa)
- ✦ Rwamwanja (Kamwenge)
- ✦ Nakivale (Isingiro)

Transit and reception:

Nyakabande transit centre remained an active point of service under the STEPS Consortium.

Development footprint (host & non-refugee districts)

CARE’s FY26 programmes worked through district and sub-county structures across eight regions of Uganda. In **West Nile** (Yumbe, Arua City, Terego, Madi-Okollo, Maracha), our work centred on natural resource governance, disability inclusion, gender-based violence prevention and the clean-energy market.

Across **Acholi and Lango** (Gulu City, Gulu, Kitgum, Lamwo, Lira), it concentrated on women’s enterprise development, digital financial inclusion and nutrition governance.

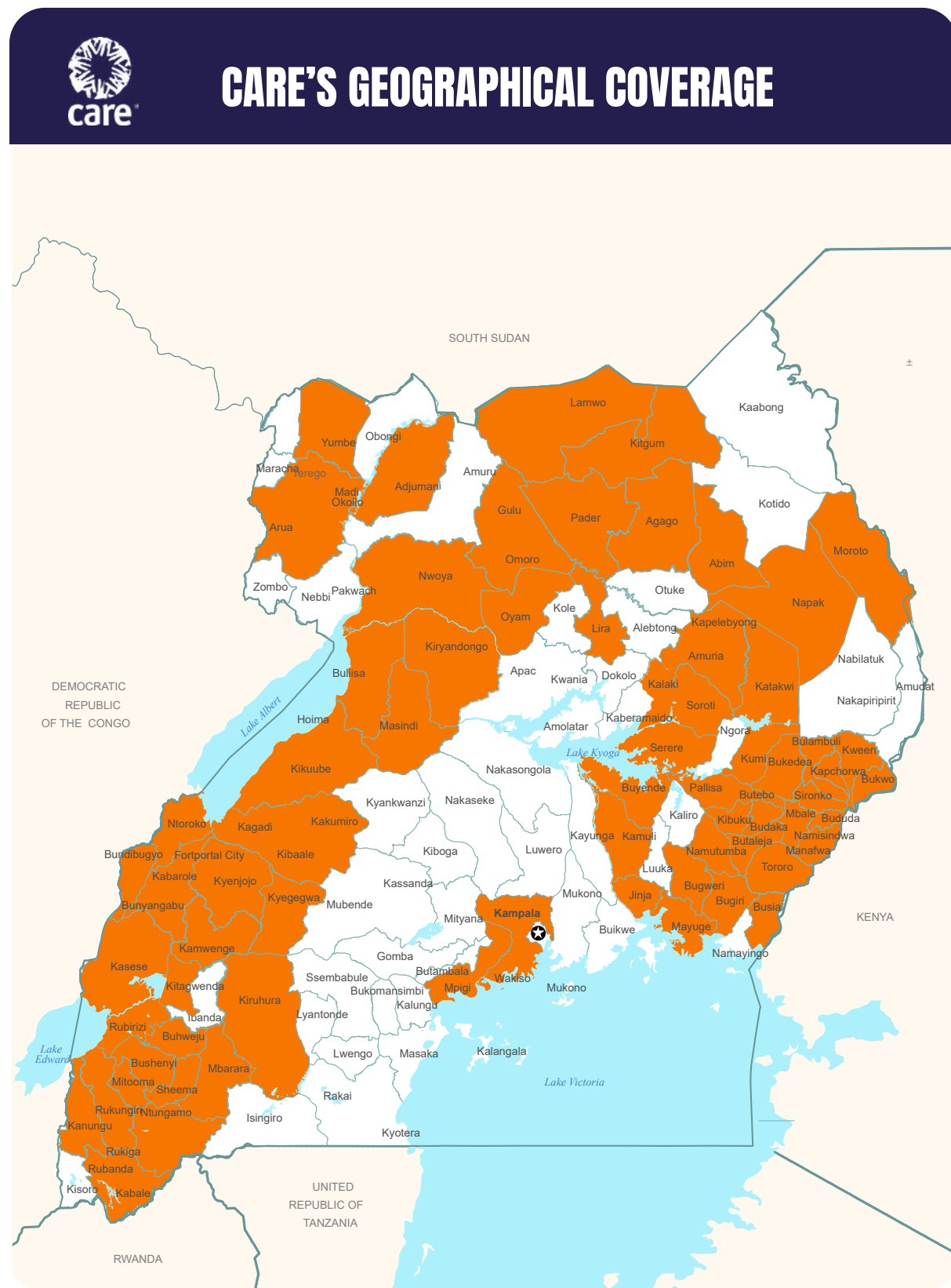
In **Karamoja** (Moroto, Abim, Karenga), we combined climate-resilient livelihoods, water for production and district nutrition financing.

In **Bunyoro** (Kikuube), we supported refugee- and youth-led circular-economy enterprises. In Busoga (Kamuli), we advanced gender-inclusive food and nutrition security.

Across **Tooro and the Rwenzori** (Kabarole, Fort Portal City, Kyegegwa, Kyenjojo, Kamwenge, Bunyangabu), we worked on women-led enterprise, value addition and product certification.

In **Ankole and the South-West** (Buhweju, Ibanda, Isingiro), our focus was landscape restoration and agroforestry. And in **Bugisu**, our engagement was limited to private-sector nutrition partnerships. Our approach intentionally strengthens local government and women-led and refugee-led organizations, consistent with Uganda’s progressive refugee policy environment. From September 2025 the GROW contracts extended our reach to 37 districts of the Eastern region and 40 of the Western region (§7.1).

CARE’s FY26 programmes worked through district and sub-county structures across eight regions of Uganda



CARE Uganda's FY26 footprint.

2. OPERATING CONTEXT & EXTERNAL ENVIRONMENT (FY26: YEAR ENDED 30 JUNE 2026)

Uganda's FY26 environment combined macroeconomic stability with a severe contraction in humanitarian financing, a contested general election, and deepening food insecurity among refugees and in Karamoja. These dynamics shaped delivery costs, partner risk, and the feasibility of scale for women- and refugee-centred programming.

2.1 Macroeconomic overview

Growth & inflation. Uganda's economy expanded by an estimated 6.4 per cent in FY2025/26, against a Ministry of Finance projection of about 7 per cent, taking GDP to roughly Shs 250 trillion (USD 66.1 billion).¹ Headline inflation for the twelve months to June 2026 was 3.7 per cent, up from 3.2 per cent in May and within the Bank of Uganda's 5 per cent target band; core inflation was 3.4 per cent.³ The rise came from transport and education rather than food – passenger transport charges rose 11.9 per cent and petrol 26.3 per cent, while food crops were flat at 0.0 per cent.

Monetary policy & FX. The Central Bank Rate held at 9.75 per cent throughout FY26, unchanged since October 2024, the Monetary Policy Committee citing energy and food price risks against an improving growth outlook.⁴ The shilling traded around Shs 3,650–3,710 to the dollar and firmed modestly on remittances, portfolio inflows and export earnings.

External financing. The World Bank's re-engagement deepened. USD 328 million was committed to

refugee-hosting areas, targeting some 3 million people including 1 million refugees,⁷ and USD 540 million approved for urban infrastructure covering 10 cities, 26 municipalities and 13 refugee-hosting districts from FY2026/27.⁵

2.2 Humanitarian context: displacement, food security & protection

Displacement. Uganda remained Africa's largest refugee-hosting country, with UNHCR and the Office of the Prime Minister recording over 1.7 million refugees and asylum-seekers during 2026, mainly from South Sudan (57 per cent) and the Democratic Republic of the Congo (31 per cent). On 5 February 2026 the Government withdrew prima facie recognition for new arrivals from South Sudan, Sudan and the DRC, requiring individual status determination instead; the asylum-seeker caseload rose to 48,362 by March. The change left people awaiting determination outside settlement assistance for longer and increased demand for reception-centre and legal support.

1. <https://chimpreports.com/bou-maintains-cbr-at-9-75-as-economy-sustains-strong-growth-momentum/>
2. Ministry of Finance, Planning and Economic Development, National Budget Framework Paper FY 2025/26: and KPMG, Uganda 2026/27 Budget Brief
3. <https://www.ubos.org/2026/06/30/consumer-price-index-june-2026/>
4. <https://www.monitor.co.ug/uganda/news/national/bank-of-uganda-holds-benchmark-rate-at-9-75-as-inflation-edge-prompts-caution-5557436>
5. <https://www.worldbank.org/en/news/press-release/2026/03/31/world-bank-supports-uganda-s-cities-and-municipalities-to-build-climate-smart-infrastructure-and-create-jobs>

Food security. The financing shock reached households through the ration pipeline. WFP assistance fell from 1.6 million refugees in early 2025 to 663,000, and in February a 40 per cent cut to the basic survival ration was applied to 1.27 million people; WFP appealed for USD 47 million through 2026 and reported refugee food insecurity more than tripling in a year. The IPC classified northern settlements at Crisis (Phase 3), the south-west remaining at Stressed (Phase 2) only because assistance was preventing worse.

Protection risks. Funding reductions scaled down protection, gender-based violence, child protection, legal aid, health and education services across the response, leaving refugees — particularly women, children, older persons and persons with disabilities — at heightened risk of violence and exploitation.⁶ WFP recorded the coping outcomes directly: skipped meals, high-interest borrowing, asset sales, child labour and rising domestic violence.⁷

2.3 Climate & disaster risk

FY26 was bracketed by drought at one end of the country and flooding at the other. From 17 to 19 August 2025, heavy rains across the Mount Elgon sub-region flooded Bulambuli, Sironko and Mbale districts and triggered landslides in neighbouring Namisindwa, killing 5 people, injuring 50, damaging or destroying an estimated 2,000 homes, displacing 5,000 and affecting some 15,000 in total; the IFRC opened a DREF operation and the African Development Bank approved a USD 500,000 emergency grant for relief and temporary housing.⁸ At the other extreme, Karamoja entered FY26 in drought and ended it in crisis: the IPC classified roughly 473,000 people — 32 per cent of those analysed — in Phase 3 or above for April to July 2026, including 41,000 in Phase 4, with all nine

districts in Phase 3.⁹ Forecasters warned El Niño conditions could bring above-normal rainfall from September to December 2026, signalling persistent multi-season risk into FY27, especially across Elgon and flood-prone basins. Government posture shifted accordingly: the Office of the Prime Minister launched a six-year national framework with UN agencies to move from emergency response toward anticipatory action, alongside resettlement planning for high landslide-risk communities in Elgon.¹⁰

2.4 Political & governance landscape

Uganda held its general election on 15 January 2026. The Electoral Commission declared President Yoweri Museveni the winner with 71.65 per cent of the vote, ahead of Robert Kyagulanyi Ssentamu on 24.72 per cent, on a turnout of 52.50 per cent.¹¹ The poll took place under a government-imposed internet shutdown, and international media and human rights organisations reported violence and intimidation around the vote. The electoral period raised the importance of do-no-harm programming, conflict sensitivity and strict non-partisanship for INGOs operating in Uganda, and campaign activity through the second and third quarters constrained field access and participant availability across the sector.

2.5 Regulatory & compliance environment (INGOs, data, AML/BO, tax digitization)

NGO oversight. The NGO Bureau continued enforcing annual returns (with audited accounts) requirements for all registered NGOs.

Data protection & privacy. Uganda's Data Protection and Privacy Act, 2019 and 2021 Regulations require lawful, transparent processing and (for most entities)

registration with the Personal Data Protection Office, necessitating DPIAs, documented lawful bases, retention schedules and incident response.¹² Practitioners expected tighter interpretation and enforcement through 2026 in a more active legislative environment.

AML/CFT & beneficial ownership. Reporting institutions (including NGOs) must register with the Financial Intelligence Authority's goAML and implement AML/CFT programs. URSB requires companies and LLPs to file beneficial ownership information under the 2023 Regulations; BO transparency also features in PPDA compliance.

Tax digitization — In May 2026 URA required taxpayers to update their registration details and link existing records to a National Identification Number (NIN) or Business Registration Number (BRN). Cabinet then approved, on 1 September 2026, replacing the individual Tax Identification Number with the NIN issued by NIRA for tax administration and government services, with registered businesses identified by their BRN — a shift intended to modernise tax administration and improve data-sharing across government systems. The Cabinet decision falls after the reporting date and is recorded as a development bearing on FY27.

2.6 Digital access & delivery enablers

Registered mobile subscriptions reached 61.6 million in the first quarter of 2026, up from 57.3 million at end-2025, but internet use remained far narrower — roughly 11.4 million people online, about 22 per cent penetration — and the Uganda Communications Commission flagged a widening access gap.^{13 14} The rails for cash assistance, feedback and remote monitoring thus expanded in aggregate while remaining thin in the rural and settlement locations where humanitarian caseloads concentrate.

2.7 Demography & footprint alignment

Uganda's population was estimated at approximately 52.8 million in 2026, young and fast-growing.¹⁵ Population growth continued to concentrate need in the refugee-hosting districts of West Nile and the Mid-West and in the climate-vulnerable north-east, the same areas carrying the highest acute food insecurity and displacement burdens described above.

2.8 US foreign-assistance pause, USAID stop-work orders & mission draw-down (FY26)

USAID was dismantled and US foreign funding suspended, and in August 2026 an appeals court upheld USD 8 billion in annual cuts to US aid voted by Congress, including elimination of nearly USD 1 billion for the UN.¹⁶ Other traditional donors moved the same way — France cutting a further €700 million in official development assistance, the United Kingdom reducing ODA to 0.3 per cent of GNI from 2027, with comparable trends in Germany, the Netherlands and Belgium.

The system-level response was contraction by design. The UN's Global Humanitarian Overview for 2026 requested USD 23 billion to reach 87 million people — the smallest target in a decade — after 2025 funding of USD 12 billion left humanitarian reaching 25 million fewer people than in 2024.¹⁷ Agencies across the sector were pushed toward narrower mandates, reduced geographic coverage and heightened selectivity.

FY26 operational implications for CARE Uganda. Contained inflation and a firmer shilling protected transfer values and steadied partner input costs, though a stronger shilling meant a dollar-denominated grant bought fewer shillings than budgets had assumed, and the 26 per cent petrol

6. <https://unric.org/en/humanitarian-aid-the-most-vulnerable-already-severely-impacted-by-budget-cuts/>

7. World Bank, "Building Livelihoods and Trust in Uganda's Refugee-Hosting Communities", 19 March 2026: <https://www.worldbank.org/en/news/feature/2026/03/19/building-livelihoods-and-trust-in-uganda-s-refugee-hosting-communities>

8. <https://reliefweb.int/report/uganda/uganda-floods-dref-operation-mdrug050>

9. <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1164409/?iso3=UGA>

10. https://www.newvision.co.ug/category/news/uganda-shifts-from-disaster-response-to-preve-NV_236514_082026

11. <https://www.monitor.co.ug/uganda/news/national/uganda-election-museveni-dominates-with-71-of-votes-as-ec-tallies-93-of-polling-stations-5329202>

12. <https://www.dataguidance.com/jurisdictions/uganda>

13. <https://chimpreports.com/ugandas-mobile-subscriptions-soar-to-61-6-million-ucc/>

14. <https://datareportal.com/reports/digital-2026-uganda>

15. Uganda Bureau of Statistics population projections and UN estimates, 2026.

16. <https://unric.org/en/humanitarian-aid-the-most-vulnerable-already-severely-impacted-by-budget-cuts/>

17. www.unocha.org/news/todays-top-news-global-humanitarian-overview

rise bore directly on our cost base. The electoral period cost delivery days across at least five projects – under SUSTAINED II, implementation stood at 54.8 per cent of plan at March 2026 after group gatherings were halted during the campaign – while opening space for women’s political participation (§7.3). Thin rural connectivity, not scoring capability, was the binding constraint on our digital credit work (§7.1). The financing contraction reached us as a 27 per cent fall in grant revenue and a sixfold rise in severance costs (§6), and reached communities as service gaps. The clearest evidence is in health facility data: routine HMIS records from SHE SOARS facilities show postnatal and HIV service volumes falling in 2025 after the US funding cuts and the closure of Omugo extension health centre, even as adolescent family-planning and antenatal visits rose 26 per cent over 2021–2025 (§7.3). Our own consortium’s shortfall against its host-community reach target tells the same story (§7.4). World Bank financing in refugee-hosting districts became our clearest co-financing opportunity, and through GROW we were already delivering inside a World Bank-financed government programme (§7.1).

2.9 What this means for FY27 design & delivery

- ✦ **Plan for a smaller year, deliberately.** The Board has approved an FY27 operating budget of USD 10 million, a planned reduction of approximately 28 per cent against FY26 revenue, sized to the anticipated funding profile rather than to ambition.
- ✦ **Assume the ration gap persists.** WFP’s appeal runs through 2026 and remains unfunded. Livelihoods, savings-led finance and waste-to-value enterprise are no longer complements to food assistance in the settlements; for many households they are the substitute.

- ✦ **Protect the localisation share as budgets fall.** Holding sub-award spend flat through FY26 was a choice. Repeating it on a USD 10 million base requires that choice to be made earlier in the planning cycle.
- ✦ **Watch partner liquidity, not just partner compliance.** Several FY26 awards closed above 100 per cent utilisation; partner financial resilience is now the binding constraint on locally led delivery.
- ✦ **Sequence around the electoral aftermath, the agricultural calendar and forecast El Niño rainfall,** and build the climate and DRR portfolio to plug into Government’s six-year anticipatory-action framework rather than sit alongside it.
- ✦ **Convert the government contracts into a pipeline.** GROW, the World Bank’s refugee-hosting and urban windows, and the nutrition mandates in National Development Plan IV are the clearest routes to financing that does not move with bilateral donor politics.



Through keyhole gardening, households are growing a variety of vegetables rich in essential nutrients, improving dietary diversity and supporting healthier outcomes for women and children

3. STRATEGY & BUSINESS MODEL

CARE International in Uganda’s Country Strategic Directions (CSD) 2021–2025 reached the end of their period during FY26. The year was therefore both a delivery year and a transition year: closing out a strategy cycle while re-baselining ambition against a materially smaller resource envelope. We continued to organise around four strategic program choices – Livelihoods & Economic Justice, Resilient Futures, Women & Girls, and Humanitarian Action – with gender equality and locally led development as non-negotiable foundations.

3.1 Country Strategic Directions and the post-2025 transition

What the FY26 portfolio demonstrates, independent of the strategy document, is a consistent direction of travel:

- ✦ **From delivery to systems.** The strongest results of the year were not services delivered but mandates shifted: a Ministry of Health decision to benchmark our community scorecard approach for national guidelines; Arua City committing 1 per cent of its FY2026/27 budget to gender-based violence; nutrition entering District Development Plans and the National Development Plan IV.
- ✦ **From partnership to transfer.** STEPS did not sub-contract national organisations; it raised their consortium budget share from 25 per cent to at least 60 per cent, gave them equal governance votes, and had them chair the programme management unit.
- ✦ **From projects to platforms.** QuAMPlus, the Chomoka credit pathway, and the Village Savings and Loan Association base are all infrastructure that outlives any single grant.

How we measure success, and over what period. Success against the strategy is assessed at three horizons. Annually, we report outturn against the targets set in the previous year’s report, by pillar (§7) and by sustainability KPI (§14), and explain every material shortfall. Over the strategy period, we track a small set of portfolio indicators – people reached by pillar, the share of expenditure through local and national partners, the share of partner funding to women-led and women’s rights organisations, women’s representation in our own leadership, and operational emissions – against the baselines set in the FY25 report. Over the longer term, the test is systems change: whether the mandates, budgets and platforms we help create outlast the grants that produced them (§9). The successor Country Strategic Directions, to be completed in FY27, will restate the portfolio targets against FY26 actuals and set a 2027–2030 horizon.

Progress indicators for the strategy period (FY25 baseline - FY26)

Indicator	FY25 baseline	FY26 actual	Direction	Detail
Share of expenditure through local/ national partners	41.4%	49.4%	FY 26 Total reach - 1,621,602	§8.2
Partner funding through WLOs/ WROs	38%	26%	Down — see §8.3	§14.1
Women in leadership positions (CARE Uganda)	59%	68%	2,564,754 seedlings (113% of that project’s target); 1,787 ha under sustainable practices (provisional, pending mapping); 35,966 ha committed under Livelihood and Carbon Development Agreements	§12.2
Total revenue	USD 17.12m	USD 13.83m	Total reach is 1,621,602; Female- 900,052 and Male -721,550	§6
Operating cash flow	USD (0.78m)	USD 0.60m	209,697 over the life of the STEPS Action (87% of target); 94.1% reporting improved safety with dignity	§6.3
Scope 1 + 2 emissions (operations)	316.5 tCO ₂ e	78.5 tCO ₂ e	Down — smaller fleet and footprint; re-baseline	§11.1, §14.2
CSOs enrolled on QuAMPlus	Pilot	22 enrolled; 20 verified; 0 certified	Up; certification outstanding	§8.3
Government mandates or budgets influenced	—	1 national guideline; 1 national planning annex; 3 district budget commitments	Up	§9

3.2 The CARE Uganda “Business Model” for Impact (inputs → activities → outcomes)

Inputs (our capitals)

- ✦ **Financial capital:** USD 13.83 million total revenue in FY26 (of which 89.6 per cent grants and donations; 10.4 per cent other operating income), against USD 17.12 million in FY25.
- ✦ **FY26 expense mix:** Partnerships/sub-awards 49.4 per cent, employment 24.6 per cent, direct activity 13.8 per cent, other operating costs 7.9 per cent, travel and transportation 3.9 per cent, equipment 0.5 per cent. (Source: FY26 financial statements, Note 5.)
- ✦ **Human capital:** a smaller, primarily national workforce. **As at 30 June 2026 CARE Uganda employed 49 staff, of whom 63 per cent were women; women held 68 per cent of leadership positions.** Employee costs fell 10.7 per cent year on year and severance rose sixfold, against 103 staff and 59 per cent women at the close of FY25 — a workforce reduced by more than half in a single year. The composition moved in the opposite direction to the headcount: the share of women rose four percentage points and women’s share of leadership rose nine, from 59 to 68 per cent.
- ✦ **Social/relationship capital:** 58 funded partner organisations, including women-led and women’s rights organisations, refugee-led organisations, district local governments, cultural institutions, and private-sector actors including Ensibuuko Technologies, gnuGrid CRB, ASIGMA, Ecoplastile, and Biogas Solutions Uganda Limited.
- ✦ **Intellectual capital:** tested models — Farmer Field and Business School, VSLA/YSLA, Social Analysis and Action, Engaging Men and Boys, Household Dialogues, survivor-centred GBV case management, community scorecards, the

alternative credit-scoring pipeline built under Digital Data Trails for Credit, the POWER model deployed under GROW, the Gender Action Learning System embedded in Restore Africa farmer groups, the TeamUp, PM+/CBT, Be There and Parenting Without Violence protocols used under STEPS, and the Localisation Index used to score consortium practice.

- ✦ **Natural capital:** the landscapes in which we work, and the ecosystem assets restored through our programmes — 2,564,754 seedlings distributed under Restore Africa in the reporting year alone.
- ✦ **Manufactured/tech capital:** the QuAMPlus digital platform, the Chomoka group-digitisation pathway, Kobo-based community reporting, the DDT4C scoring engine and monitoring dashboard, and the M-Water data platform adopted under Her Money Her Life.

Activities (our core value chain)

- ✦ Co-creation and due diligence with partners, with women-led and refugee-led organisations prioritised.
- ✦ Adaptive delivery across the four program choices.
- ✦ Evidence, learning and influencing — including outcome harvesting, endline surveys, and the CASCADE outcome survey of 1,560 households.
- ✦ Assurance and compliance by design.

Outcomes (how we create and share value)

- ✦ **Direct outcomes:** increased women’s income and control of assets; reduced GBV; improved SRHR access; higher household resilience; dignified protection assistance in crises.
- ✦ **System outcomes:** stronger local organisations; district and national mandates that outlast our grants; greener markets and enterprises.
- ✦ **Value distribution:** 49.4 per cent of total expenditure passed through to partners in FY26, up from 41.4 per cent in FY25.

3.3 Enablers: Digital, Locally Led Development, QuAMPlus

A) Digital operating model. The Integrated Business Services Model (IBSM) remained our internal operating system, integrating Finance, Grants, Procurement/Logistics, IT/Security and Risk. In FY26 IBSM transition was used deliberately to embed technical expertise within partner organisations rather than retain it centrally — an operating-model change with a localisation purpose. SHE SOARS is the clearest example: its technical advisers were transitioned into partner, government and community structures during the year. In early 2026 CARE Uganda presented its six-domain partnership approach — joint planning, capacity strengthening, donor compliance, programme quality, technical assistance and communication — to CARE Rwanda and CARE Austria as a model for other country offices.

Data for Impact (D4I). During FY26 we completed and tested Data for Impact, a digital platform for partnership management built to replace the manual, paper-based processes that have governed partner administration until now. It covers the project lifecycle end to end — partner onboarding, project implementation, beneficiary verification, fraud detection and payment authorisation — through three connected portals: one for CARE staff, one for implementing partners, and a central intelligence engine holding a single record of programme and partnership data.

Partners register digitally, submit project activities, and track approvals and payments as they happen. The platform applies artificial intelligence to review compliance documentation, assess risk, and screen partner submissions for indicators of fraud. Its verification component confirms independently that services reached the communities intended, using automated SMS and voice outreach in several local languages, so that beneficiary feedback enters the accountability record systematically rather than by exception.

The design intent is to shorten processing times while strengthening compliance control and audit trail: faster onboarding, more efficient grant management, earlier fraud detection, and a fully

digital record. **Those benefits are expected rather than evidenced. The platform was finalised and tested during FY26 and will be rolled out in FY27, so this report makes no performance claim for it.** What it represents is delivery against a commitment made in last year's report, and a direct response to the risk that accountability remains with CARE as funding and authority move to partners (§17.2).

B) Locally Led Development (LLD). FY26 provides the clearest evidence yet that our LLD commitment survives a funding shock. Sub-award expenditure held within 2 per cent of the prior year while total expenditure fell 18 per cent. STEPS is the most fully measured case. Local and national actors held equal governance votes and chaired the programme management unit; all community-facing activities were delivered by the seven local partners, who held at least 60 per cent of the direct budget and shared in indirect cost recovery. At the interim stage, EUR 2,273,538 — 58 per cent of project funds — had been transferred to local and national actors. The consortium's Localisation Index scored 88.2 out of 100; five of the seven partners (71 per cent) showed significant improvement in governance, compliance, grants and risk systems; and CARE transferred management of its Kyangwali field office to HADS. The endline evaluation's own verdict — "meaningful progress, but also unfinished transformation" from participation to power-sharing — is the standard we hold ourselves to in FY27.

C) QuAMPlus. Uganda's NGO Quality Assurance Mechanism (QuAM) is the national self-regulatory standard for civil society organisations, promoted by the QuAM Council with DENIVA and the Uganda National NGO Forum. QuAMPlus is its digital successor: an AI-enabled due-diligence and certification platform that assesses an organisation across twelve domains so that a single certification can be "passport" across donors. The concept was launched by CARE Uganda, DENIVA and UNNGOF on 5 May 2025 the platform was endorsed by the Government of Uganda in July 2025, validated by a multi-agency technical working group (UNHCR, NRC, Save the Children International, DRC, CARE and World Vision International), and formally launched as a live platform on 29 April 2026 by CARE, the QuAM Council and the Uganda National NGO

Forum. The launch at the Sheraton Hotel Kampala was attended by 87 stakeholders (38 women, 49 men), including 7 donor representatives, 10 INGOs, 13 civil society organisations, and representatives of government, media and the QuAM Council; donors and organisations represented included ECHO, UNICEF, WFP and the Mastercard Foundation. Three commitments made at the launch are the best evidence for the claim at §5.4 that QuAMPlus is becoming sector infrastructure: ECHO undertook to promote the platform with other donors; the Office of the Prime Minister committed to advocate its integration into Uganda's localisation policy framework; and the Mastercard Foundation committed to refer 20 CSOs for certification.

FY27 priorities for the strategy & model

- ✦ Protect the localisation share on a USD 10 million base.
- ✦ Move QuAMPlus from verification to certification, and secure donor recognition that reduces duplicate due diligence.
- ✦ Convert the GROW engagement and NDP IV nutrition entry points into a government-financed pipeline.
- ✦ Complete the successor Country Strategic Directions and re-baseline portfolio targets against FY26 actuals rather than FY25 ambition.

At-a-glance (FY26, inputs that power the model)

- ✦ Revenue: USD 13.83m, 89.6 per cent grants and donations
- ✦ Value to partners: 49.4 per cent of total expenses via sub-awards, across 58 organisations
- ✦ Program choices: Livelihoods; Resilient Futures; Women & Girls; Humanitarian Action



Stakeholders during the QuAMPlus Launch at Sheraton Kampala Hotel

4. STAKEHOLDER ENGAGEMENT & MATERIALITY

Our approach to engagement and materiality blends two globally accepted lenses: impact materiality (per GRI 2021), topics reflecting our most significant impacts on the economy, environment and people (including human rights); and ability-to-create-value materiality (per the Integrated Reporting Framework), matters that could substantively affect CARE Uganda’s value creation over the short, medium and long term. This dual lens ensures that what we report is grounded both in community impact and in organizational resilience.

4.1 Key Stakeholders & Engagement Channels

We work through and alongside diverse constituencies. The table below summarizes who they are, what they value from us, and how we engage them.

Stakeholder	What they expect from CARE Uganda	How we engage (FY26 examples)	Frequency / governance
Crisis-affected women, girls, youth and host/refugee communities	Dignified assistance; safety and safeguarding; meaningful participation; confidential complaints & redress	Community awareness sessions; women-only forums; GBV champions with referral books and monthly airtime; para-social workers at reception centres; outcome-harvesting household interviews; satisfaction and endline surveys	Continuous; program cycle reviews; CHS/ AAP commitments guide practice
Local partners (WLOs/WROs, refugee-/youth-led CSOs, CBOs)	Equitable partnerships; timely funding; capacity-sharing; fair compliance	Consortium governance seats and chairing rights; QuAMPlus digital profiles; corporate-governance training for boards; TACT organisational assessment; WLO-to-WLO peer coaching; rotational peer-review reporting	Monthly to quarterly; partnership governance & learning cycles
Government (OPM—Department of Refugees; line ministries; district LGs)	Alignment to policy/standards; coordination; compliance; data protection	Settlement and district coordination platforms; contracted delivery under MoGLSD (GROW); technical assistance to District Planning Units; joint monitoring visits; district ordinance and by-law processes; reporting to the NGO Bureau	Monthly to quarterly; statutory filings annually

Stakeholder	What they expect from CARE Uganda	How we engage (FY26 examples)	Frequency / governance
UN agencies & coordination bodies (UNHCR, UNFPA, UNOCHA, WFP, clusters)	Complementarity; quality & accountability; transparent results	Sector working groups (MHPSS, CPWG, GBVWG); ProGres V4 and Basic Needs Approach referral coordination; joint reception-centre service packages; inter-agency assessments	Weekly to quarterly; inter-agency plans and joint dashboards
Donors & multilaterals (ECHO, EU, GAC, Danida, Netherlands MFA, ADA, World Bank, foundations)	Evidence of outcomes; risk management; localisation; cost-effectiveness	Portfolio reviews; results dashboards; endline evaluations; adaptive work planning; utilisation and burn-rate reporting	Quarterly to semi-annual; grant governance
Participants’ representatives & community structures	Voice in design/ decisions; grievance handling; transparency	Community scorecards; environment committees; Refugee Welfare Councils; women mentors and Role Model Men; District Union general assemblies; Local Inclusion Agenda cascades	Regularly per project cycle; at least semi-annual formal reviews
Suppliers & implementing vendors	Fair competition; timely payment; clear standards	E-procurement; due diligence; contract performance reviews	Per contract; quarterly performance dialogues
Staff & volunteers	Safe/ethical workplace; DEI; learning & wellbeing; duty of care	Town-halls; safeguarding refreshers; security briefings; transition support during portfolio contraction	Monthly to quarterly; HR & Safeguarding governance
Wider public & media	Accurate, non-exploitative communications; privacy-respecting storytelling	Consent protocols; “Authentic Storytelling” principles; radio talk shows and community media; national event platforms	Ongoing; per campaign/release

Standards we anchor to. We implement the Core Humanitarian Standard (CHS) and IASC Accountability to Affected People (AAP) commitments, which require people-centred design, accessible feedback and complaints, transparent information, and constant quality improvement across nine measurable commitments.

4.2 FY26 Material Topics and How They Inform This Report

How we determined material topics (method). We map stakeholders and impacts against our four program choices; gather evidence from monitoring, evaluations, community feedback, audits and safeguarding logs, partner round-tables and donor portfolio reviews; prioritise using GRI 3 (Material Topics 2021) criteria for significance of impacts and Integrated Reporting criteria for potential to affect value creation; and validate with Senior Management and programme leads.

FY26 material topics.

- ✦ 1. **Safeguarding & PSEA.** Zero tolerance; survivor-centred response. Where covered: §12.1; §18.2; §7. Anchors: CHS Commitments; AAP guidance.
- ✦ 2. **Gender equality & GBV prevention/response.** Where: §7.3; §12; §9.
- ✦ 3. **Localisation & equitable partnerships.** Elevated in FY26 from a commitment to a test: whether the share held under contraction. Where: §8; §15; §3.3.
- ✦ 4. **Funding contraction, portfolio transition and partner financial resilience (NEW).** Why: a 19 per cent revenue reduction, staff separations, and several partner awards closing above 100 per cent utilisation make partner liquidity a first-order risk to service continuity. Where: §2.8; §5; §8.2; §17.
- ✦ 5. **Climate risk, adaptation & nature-positive livelihoods.** Where: §7.2; §11; §15.
- ✦ 6. **Accountability, anti-fraud & compliance.** Where: §18; §10; §3.3.
- ✦ 7. **Data protection, ethics & authentic storytelling.** Sharpened in FY26 by the volume of personal financial data generated through digital credit scoring. Where: §10.2; §12; front-matter responsibility statements.
- ✦ 8. **Staff safety, wellbeing & DEI; duty of care.** Materially heightened by involuntary separations during the year. Where: §12.3; §16.

- ✦ 9. **Digital financial inclusion and the ethics of alternative credit (NEW).** Why: FY26 generated credit profiles for thousands of women. Product design that does not match seasonal cash flow converts inclusion into indebtedness. Where: §7.1; §11.
- ✦ 10. **Responsible supply chain & local economic participation.** Where: §13; §18.
- ✦ 11. **Cash, market-based assistance and referral integrity.** Re-framed for FY26: STEPS carried no cash infrastructure of its own and instead referred 3,232 individuals to cash providers, making referral quality – not transfer design – the material issue. Where: §7.4; §10–12.

How material topics shape this report. Report structure follows GRI 2021 expectations on material topics and management approaches, and Integrated Reporting content elements. KPIs and targets in Part C emphasise safeguarding performance, women’s agency outcomes, localisation, climate resilience metrics, data-protection compliance, and supply-chain responsibility. Boundaries and data quality (§10.1–10.2) clarify what is included, estimation methods, and limitations.

Updates/additions for FY27

- ✦ **Re-baseline every target against FY26 actuals.** Several FY26 shortfalls are against targets set for a portfolio twice the size.
- ✦ **Report partner financial health, not just partner spend.** Utilisation above 100 per cent is currently visible only in the award ledger; it belongs in partnership governance.
- ✦ **Codify consent for storytelling.** GEAR reporting states that stories, videos and photographs require informed consent for publication on CARE and donor channels. This should be a pre-publication gate, not a field-level judgement.
- ✦ **Complete QuAMPlus certification** so that verification converts into recognised status.

5. RISK & OPPORTUNITY OVERVIEW (FY26)

This overview summarizes the most consequential risks and opportunities that shaped CARE International in Uganda’s work in FY26 and informs our FY27 plans. It blends impact materiality with value-creation materiality. We align our approach with ISO 31000/COSO ERM concepts, the Core Humanitarian Standard (CHS), and IASC Accountability to Affected People (AAP) commitments (see Part D for the full framework and controls).

5.1 Context signals that amplify risk (FY26)

- ✦ **Financing contraction.** Grants and donations revenue fell 27 per cent. Sector-wide cuts reduced protection, GBV, child protection, legal aid, health and education services across the refugee response.
- ✦ **Influx composition shift.** 134,679 refugees received from January 2025, 73,760 of them from the DRC — a change in language, protection profile and reception-centre load.
- ✦ **Assistance reduction as a driver of coping.** WFP ration cuts and vulnerability reclassification appear in multiple reports as a direct cause of both increased malnutrition caseload and increased uptake of income-generating

alternatives.

- ✦ **Electoral disruption.** Field operations, training completion and participant turnout were all affected across at least five projects.
- ✦ **Localised conflict.** Unrest between Muslim and Christian communities in Yumbe District interrupted field operations; teams worked remotely and drew a catch-up plan.
- ✦ **Infrastructure failure risk.** In Kyangwali, a hydrological survey found no viable water source at the Kavule innovation hub; budget and time constraints prevented an alternative before close-out, leaving production capacity constrained.

5.2 Risk appetite (summary)

- ✦ **Safeguarding & PSEA:** Zero tolerance for harm; very low appetite for any compromise to survivor-centred response or safe-reporting access.
- ✦ **Compliance (data protection, AML, tax):** Very low appetite for non-compliance; controls designed upstream in grants, procurement and data flows.
- ✦ **Programme delivery & innovation:** Moderate appetite for tested innovation with explicit safeguards and learning loops.
- ✦ **Financial:** Low appetite for uncovered commitments. FY26 closed with positive working capital of USD 227,137 and a current ratio of approximately 1.07x.

5.3 Top FY26 risks

Risk	How it showed up in FY26	Response
Funding volatility and portfolio contraction	27% fall in grant revenue; involuntary staff separations; FY27 budget set at USD 10m	Cost base reduced ahead of revenue; sub-award share protected; FY27 plan sized to committed and pipeline funding
Partner financial resilience	Awards closing above 100% utilisation; volunteer structures demotivated by phase-out of stipends and airtime	Capacity assessments; linkage of community structures to other partners and government service points; equitable ICR provisions under STEPS
Service discontinuity for affected people	Host-community reach under STEPS reached 4,060 against a 64,792 target (the draft final report also cites 14,060; figure to be confirmed with the PMU before publication)	Referral to alternative providers; transition of CP and GBV functions to community structures, districts and national government
Delivery disruption (elections, unrest, seasonality)	Lost field days; incomplete training cohorts; nursery/planting-season mismatch	Remote working and catch-up plans; merging of farmer field days with cooking demonstrations; earlier nursery establishment
Digital credit doing harm	Three-month repayment periods reported as “too short” for seasonal businesses; qualification barriers excluding validated members	Repayment period extended from three to six months; product differentiation under design; routine monitoring converted into a management tool
Data protection in high-volume personal data	Credit profiles, GBV and CP case data at scale	Coded identifiers in CPIMS/GBVIMS; access-controlled databases; partner training; physical record security

5.4 Opportunities

- ✦ **Government contracting.** The Ministry of Gender, Labour and Social Development engaged CARE under the World Bank–financed GROW Project across eastern and western Uganda — a route to financing that does not move with bilateral donor politics.
- ✦ **National planning entry points.** National Development Plan IV (2025/26–2029/30), launched in June 2025, and the African Union’s Kampala CAADP Strategy and Action Plan

2026–2035, adopted in January 2025 with CASCADE influencing, both create durable nutrition and food-systems mandates.

- ✦ **QuAMPlus as sector infrastructure.** Donor and government commitments at the April 2026 launch — ECHO to promote the platform with other donors, the Office of the Prime Minister to advocate its integration into the national localisation policy framework, and the Mastercard Foundation to refer 20 CSOs for certification — convert QuAMPlus from a platform into a pipeline and position it to reduce duplicate due diligence across the sector.

- ✦ **Alternative credit at scale.** A validated scoring pipeline, a unique women’s financial-behaviour dataset, and 98.8 per cent repayment performance on early disbursements constitute an investable proposition rather than a pilot. Her Money Her Life has already shown the path: a USD 125,000 Bloomberg Philanthropies pilot that reached 3,000 women and registered nine women’s companies became, in January 2026, a USD 690,000 Agri Fund Initiative targeting 8,283 women in twelve districts, and a proposal for one women’s and youth business incubator per district has been tabled with the Ministry of Finance after a high-level dialogue with MGLSD, the Ministry of Water and Environment, UIRI and the African Agribusiness Incubators Network. In Kyangwali, Kikuube District is using BUAK’s digital loan records to argue for formal refugee financial-inclusion models.

- ✦ **Cultural institutions as norm-change allies.** Lugbara Kari and Ker Kwaro Acholi pronouncements on widow inheritance and women’s property rights demonstrate a channel that costs little and carries considerable authority.

5.5 How this shapes FY27 delivery

Every element of Part D — governance, risk management, compliance and assurance — is being re-set for an organisation of USD 10 million rather than USD 17 million. The controls do not change; the cost of running them, and the volume they must cover, does. Our operating assumption for FY27 is that quality is protected by doing fewer things at full standard rather than more things at reduced standard.



Christechel Produce Supplies transforming local nutrition through affordable, nutrient-dense food products for pregnant and lactating women and children under five. As part of the CASCADE-supported network of women-led enterprises, Christechel is helping tackle malnutrition and anaemia while creating opportunities for women entrepreneurs to thrive.

PART B – FY26 PERFORMANCE & IMPACT



6. NATIONAL CONTRIBUTION & VALUE FOR MONEY (FY26)

This section shows how CARE International in Uganda generated and distributed economic value in FY26, and how our spending translated into national contribution and Value for Money (VfM). We follow GRI 201-1 (Direct economic value generated and distributed) for methodology (accrual basis), and frame VfM using the 4Es: Economy, Efficiency, Effectiveness, and Equity.

Source & basis. Figures come from CARE Uganda’s FY26 financials prepared under IPSAS. Amounts are in USD; totals may differ slightly due to rounding.

6.1 Value-Added Statement & Wealth Distribution

- ✦ **Direct economic value generated (FY26)**
- ✦ Total revenue: **\$13.83m** (of which \$12.39m grants & donations; \$1.45m other operating income).
- ✦ Total expenses: **\$13.61m** — Surplus: **\$0.22m** (1.6% of revenue).

How value was distributed (accrual basis; % of total revenue)

Distribution channel (stakeholder)	USD	% of revenue
Partnerships & sub-awards (implementing partners)	6,723,195	48.6%
Employment (national & international)	3,345,110	24.2%
Direct activity inputs (consultants, materials, honoraria, venues, catering, delivery services)	1,882,738	13.6%
Other operating costs	1,070,326	7.7%
Travel & transportation	524,614	3.8%
Equipment (expensed)	64,570	0.5%
Surplus/(deficit)	223,887	1.6%
Total	13,834,440	100%

What this means. In FY26, 48.6% of all revenue flowed directly to local partners via sub-awards (58 CSOs received funds) — up from 40.1% in FY25 and the highest share CARE Uganda has recorded. A further 13.6% bought goods and services in Ugandan markets. We disclose this EVG&D view (per GRI 201-1) to make our national contribution clear and comparable.

The composition matters more than the headline. Sub-award expenditure fell 2.1% while total expenditure fell 17.9%. The cost base absorbed the shock; the partner base did not.

Top direct-activity categories (illustrative): honoraria and daily subsistence (\$0.48m), consultant fees (\$0.47m), project materials and supplies (\$0.44m), catering (\$0.17m), project delivery services (\$0.14m).

6.2 Jobs, Local Procurement & Taxes/ Levies (where applicable)

(a) Jobs supported

- ✦ **Direct jobs.** At 30 June 2026 CARE Uganda employed **49 staff, 63% of them women**, against 103 staff and 59% women a year earlier. Employee costs fell 10.7% year on year and severance rose from \$25,477 to \$153,753, reflecting involuntary separations.
- ✦ **Jobs through partners.** 58 implementing partners received \$6.72m in sub-awards (Note 5(e) to the financial statements), sustaining employment in community-based delivery.

(b) Local procurement

CARE Uganda's spend on Ugandan suppliers is visible across "Direct activity inputs" and part of "Other operating costs" (training venues, catering, materials, delivery services, facilities). 100% of the procurement is from local markets.

(c) Taxes and statutory payments (indicative)

- ✦ **Payroll taxes & statutory remittances:** approximately **\$0.31m** (domestic social tax \$252,800; international social and other tax \$56,250). FY25: \$0.34m on the same basis.

- ✦ **Other taxes borne:** non-recoverable input VAT of \$104,709 (FY25: \$277,869) and miscellaneous taxes of \$13,688. Total tax and statutory contribution approximately **\$0.43m**.

Our Value for Money (VfM) lens & KPIs (how we evidence the 4Es)

- ✦ **Economy:** Competitive procurement: 84% of procurement by value was through competitive bidding, with the balance placed under framework agreements.
- ✦ **Efficiency:** operating cash flow moved from an outflow of \$784,780 to an inflow of \$599,955; grants and contracts receivable fell from \$340,132 to \$157,133.
- ✦ **Effectiveness:** documented by pillar at §7, with targets and achievement rates as reported by each project.
- ✦ **Equity:** 48.6% of revenue to partner organisations; of which 26% was delivered through women-led and women's rights organisations (§8.2).

In FY26, CARE Uganda generated \$13.8m in revenue and distributed 49% straight to 58 local partners, 14% to Ugandan suppliers for programme inputs, and 24% to staffing, alongside approximately \$0.43m in taxes and statutory contributions — a national contribution consistent with GRI 201-1 and a VfM profile aligned to the 4Es.

6.3 Financial Performance Overview (FY26)

FY26 was a smaller year that ended in a stronger position. Both halves of that sentence are true, and they need to be read together.

What came in. We received around \$13.8 million, roughly a fifth less than the year before. The fall in the money that actually pays for programmes was steeper still — grant and donor income was down by about a quarter. One caution for anyone reading the headline: a single accounting adjustment relating to restricted private funds, worth about \$1.3 million, sits inside this year's total and makes the decline look gentler than it was. It is a one-off, not a new source of income, and the underlying picture is the harder one.

What it paid for. We spent around \$13.6 million, roughly a sixth less than in FY25. Where that money went says more than the total does.

- ✦ **Just under half of everything we spent — about \$6.7 million — went to 58 Ugandan organisations** to deliver programmes themselves, rather than being spent by CARE on their behalf. This is what our localisation commitment looks like in cash.
- ✦ **About a quarter went to people** — the national and international staff who design programmes, monitor them, manage grants, and run our safeguarding and protection systems. This is the technical capacity behind everything else in this report.
- ✦ **Around one dollar in seven went into direct delivery** — the seedlings, seeds, poultry and livestock, training sessions, community dialogues and facilitator allowances that reach households. This is the most visible spending we do.
- ✦ **The remainder — roughly one dollar in eight** — covered travel to settlements and districts, offices, technology, insurance and audit.

The shape of the reduction matters as much as its size. Travel halved, delivery costs fell by a third, and office and administrative costs fell by nearly half — with the deepest cuts of all falling on the things furthest from communities: printing, promotional materials and catering. Against all of that, **spending through partners barely moved, falling only about two per cent**, rising as a share of the total from around 41 per cent to about 49 per cent. We absorbed the contraction centrally and protected delivery on the ground.

What was left. We ended with a modest surplus of a little over \$220,000 — around 1.6 per cent of income,

down from about 3.2 per cent. For an organisation funded largely by restricted grants, a small surplus is the right outcome: it shows donor funds were used for their intended purpose within the year rather than sitting unspent. Our accumulated reserves — the organisation's own cushion, built up over years — rose to roughly \$690,000 from about \$470,000.

Whether we can pay our way. This is where the year genuinely improved. Cash in the bank rose roughly fourfold, to about \$800,000, and for the first time in two years our operations generated cash rather than consuming it. What we own that can be turned into cash within a year now covers what we owe within a year, having fallen slightly short in FY25.

Two honest qualifications. The balance is donor money held for work not yet done rather than reserves we can call on, and the amount held for future work grew this year. And \$800,000 is roughly three weeks of spending at our current rate — enough, but not a cushion. A serious delay in a major disbursement would still be felt quickly.

What comes next. The Board has approved a budget of \$10 million for FY27, a further reduction of about 28 per cent against FY26 revenue. Management has tested that plan against funding already secured, what is realistically in the pipeline, our fixed costs and is satisfied that CARE Uganda can meet its commitments through the coming year. Two developments point the other way from the general contraction: two contracts with the Ministry of Gender, Labour and Social Development under the World Bank-financed GROW Project — which together produced USD 362,706 of performance-contract revenue in FY26 (Note 4(a); the HOST_GOV line in the budget statement, §25) — and a widening role in nutrition through Uganda's new national development plan. Neither is large yet. Both represent income that does not rise and fall with the politics of any single donor government.

7. PROGRAM PERFORMANCE BY STRATEGIC PILLAR (FY26)

Our FY26 portfolio delivered integrated, women-centred results across four strategic choices — Livelihoods & Economic Justice (which in this report also carries food and nutrition security, matching the budget statement); Resilient Futures; Women & Girls; and Humanitarian Action — while strengthening localisation and systems change. Each pillar chapter reports results against target and explains shortfalls. Results are drawn from 24 project reports; where a project reports on a donor calendar or over the life of the project, the figure is labelled “by [date]” or “life of project” rather than presented as an FY26 result (§18).

Portfolio scorecard: FY26 results against target

Indicator (project)	Target	Actual	% of target	Explanation where short
People reached with protection, GBV and MHPSS services (STEPS, life of project)	240,788	209,697	87%	Host-community reach far below plan as funding for host-community outreach contracted; refugee reach exceeded target (113%)
Improved feeling of safety with dignity (STEPS endline)	85%	94.1%	Exceeded	—
MHPSS responses (STEPS, life of project)	—†	48,054	149%	—
Farmers trained in agroforestry (Restore Africa, 2025)	—†	14,745	137%	—
Seedlings distributed (Restore Africa, 2025)	—†	2,564,754	113%	—
Tree survival rate (Restore Africa, 2025)	80%	45%	56%	Nursery-to-planting-season mismatch and dry spells; earlier nursery establishment and survival monitoring in FY27
Trees under farmer-managed natural regeneration (Regreening Yumbe)	—†	53,448	9%	Target set for a larger programme footprint; re-baselined for FY27

Indicator (project)	Target	Actual	% of target	Explanation where short
Households purchasing clean cooking solutions (SUSTAINED II, to March 2026)	10,000	673	7%	Six months into a multi-year phase; election period halted group gatherings; catch-up plan in place
VSLA members credit-scored (DDT4C, to June 2026)	5,000	4,173	83.5%	KYC validation pass rate constrained scoring; rose from 5.9% to 46–48%
Women receiving loans (DDT4C, to June 2026)	375	55	15%	Three-month tenor mismatched to seasonal cash flow; tenor extended to six months and product differentiation under design
Women entrepreneurs assessed (Her Money Her Life, to June 2026)	8,283	4,235	51%	First six months of a scale-up phase; on track against the phased plan
Cumulative girls enrolled (SHE SOARS, to March 2026)	—†	10,504	78%	Enrolment slowed by the electoral period and facility closures; groups formed exceeded target (105%)
People reached (Small Action Fund, 2023–2025)	—†	8,100	62%	Project closed December 2025 with two of three partner advocacy strategies in draft; follow-up transferred to GEAR
People reached (GEAR, to December 2025)	32,000	23,440	73%	Year 2 of 3; a further 4,730 reached January–March 2026 (not summed — see §7.3)
People reached (CASCADE, cumulative to June 2026)	3,629,657	3,262,562	90%	Final year of five; on track
Children 6–23 months receiving a minimum acceptable diet (CASCADE 2025 survey)	—	1.7%	Not on track	A production–consumption disconnect: 94.7% of households grow a nutrient-dense crop; the 2026 plan targets feeding practice directly
People reached (Fill the Nutrition Gap, 2025)	2,800	3,959	141%	Pregnant and lactating women reached at only 26% of their sub-target



Through her market stall in Soroti Market, this woman entrepreneur is growing her business, strengthening her family's income, and creating a pathway to a better future.

7.1 Livelihoods & Economic Justice (incl. FFBS, VSLA/YSLAs, digital inclusion)

7.1 PILLAR AT A GLANCE – LIVELIHOODS & ECONOMIC JUSTICE

Inputs	Activities	Outcomes (FY26)
VSLA/YSLA platforms; FFBS curricula; aggregation hubs	Savings-led finance; enterprise coaching; market linkage	4,235 women entrepreneurs in 346 groups assessed against a target of 8,283 in 331 VSLAs; 57 GEAR groups shared out UGX 621.4m.
URSB/UNBS compliance pathways	Formalisation, certification, value addition	9 women-led companies registered with URSB; 4 of 10 enterprises cleared to apply for the UNBS quality mark
Digital rails (Chomoka; credit scoring)	Group digitisation; responsible lending	4,173 members credit-scored (83.5%); 55 loans at 98.8% repayment – well short of the 375-women lending target

KPI tiles

- Overall, the program reached 1,143,327 (Female-644,697, Male- 498,630)
- Women entrepreneurs assessed (Her Money Her Life): **4,235** in 346 groups, against 8,283 in 331 VSLAs (51%)
- CASCADE reach: **1,083,308 people in FY26, cumulatively 3,262,562** people (90% of five-year target); 33,747 farmers reached in April–June 2026 alone (70% women)
- VSLA members credit-scored: **4,173** (83.5% of target); total credit limits up from UGX 11.15m to UGX 36.23m
- Loans disbursed to women: **55**; UGX 28.9m; average UGX 550,000; repayment **98.8%** (target 375 women – 15%)
- Women-led companies registered with URSB: **9** of 11 supported
- VSLA share-out (GEAR, January–March 2026): **UGX 621,354,900** in savings and UGX 251,898,600 in social funds across 57 groups (1,734 members, 1,453 women)
- Start-up capital to women entrepreneurs (GEAR): **UGX 89,000,000** to 77 women, 60 of whom opened bank accounts
- Households with greater dietary diversity at endline (Fill the Nutrition Gap): **89%**

What we achieved.

- Her Money Her Life** moved from pilot to scale. The Bloomberg Philanthropies pilot (USD 125,000, March–December 2025), implemented with NOGAMU in Kabarole, Fort Portal City, Kyegegwa and Kyenjojo, reached 3,000 women entrepreneurs through 82 trainers of trainers, supported nine women's groups to register as companies with URSB, and helped twelve groups develop nine branded groundnut and hibiscus products. In January 2026 the USD 690,000 Her Money Her Life Agri Fund Initiative began with the Women's Economic Development Network, targeting 8,283 women in 331 VSLAs across twelve districts through local partners JESE and APSEDEC. By June 2026, 4,235 women entrepreneurs in 346

groups had been assessed, gendered value-chain action plans validated with sixteen local governments, 100 aggregation points mapped, 113 women's groups onboarded to the Chomoka digital ledger, and four of ten women-led enterprises cleared to apply for the UNBS quality mark.

- Digital Data Trails for Credit**, with Ensibuuko, gnuGrid and ASIGMA, is testing whether digitised VSLA records can unlock formal individual credit for women. By June 2026, 4,173 members (83.5 per cent of the 5,000 target) had been credit-scored; the KYC validation pass rate rose from 5.9 per cent in December 2025 to around 46–48 per cent; and total credit limits grew from UGX 11.15 million to UGX 36.23 million. Ensibuuko reports 55 loans to women worth UGX 28.9 million (average UGX 550,000), with gnuGrid recording 98.8 per cent repayment on active loans; all 33 borrowers monitored at mid-term were running income-generating activities and 32 had bought productive assets. Two cautions: lending remains well short of the 375-women target, and the loan count differs by partner (Ensibuuko 55; monitoring dashboard 40). Borrowers' feedback that a three-month tenor is too short for seasonal businesses has already changed the product – repayment periods are being extended to six months.

- GEAR's economic results** were the year's most visible. In January–March 2026, 57 GEAR-supported VSLA groups (1,734 members, 1,453 women) held share-outs distributing UGX 621,354,900 in savings and UGX 251,898,600 in social funds – an average of UGX 10.9 million per group, with Arua City groups alone sharing UGX 325.9 million. GEAR disbursed UGX 89,000,000 in start-up capital to 77 women entrepreneurs across Arua City, Gulu City and Omugo, 60 of whom opened bank accounts, and enrolled 110 young people (87 young women) in apprenticeships, many in non-traditional trades such as motor-vehicle mechanics, plumbing, driving and welding; 99 sat the UVTAB assessment in March 2026. Youth savings groups under SHE SOARS mobilised UGX 201,474,900 in savings and UGX 131,458,100 in loans in the year to March 2026 (\$7.3).

- ✦ In Kamuli, the ISU-UP CARE Partnership reached 13,744 people, mobilising UGX 43.2m in savings.
- ✦ **GROW.** In September 2025 the Ministry of Gender, Labour and Social Development, under the World Bank-financed Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project, contracted CARE to facilitate Women Entrepreneurs’ Platforms on shifting social norms, attitudes and practices in the Eastern region (37 districts; USD 732,569.27 over 18 months) and the Western region (40 districts, delivered with FOWODE, NAWOU, UWESO and ACFODE, with dedicated attention to refugee settlements and the Batwa community). Inception reports were submitted in October 2025; delivery uses CARE’s POWER model, Social Analysis and Action and Engaging Men and Boys. The contracts generated USD 362,706 of performance-contract revenue in FY26 (Note 4(a)); results reporting begins in FY27.

How we delivered. Savings-led models as platforms rather than endpoints; formalisation through national regulators so recognition survives the grant; digital inclusion via the group record, converting collective savings history into individual creditworthiness.

What changed for women. Greater control over productive assets and working capital, and reduced financial exclusion – women who had feared borrowing because of harsh recovery practices described these loans as more affordable and more respectful. Where the product did not fit – a three-month tenor against a seasonal harvest – the women said so, and the product changed.

This is the first time I have ever received one million shillings from a VSLA share-out. This achievement gives me the confidence to expand my produce business and pay my daughter’s school fees.

— Share-out participant, GEAR

Food and nutrition security (within this pillar). Nutrition programming is reported here because the budget statement (§25) books CASCADE under Livelihoods; the humanitarian nutrition work in Kyaka II is cross-referenced from §7.4.

- ✦ **CASCADE nears its five-year goal.** By June 2026 the CASCADE consortium with GAIN, supported by the Netherlands, had reached 3,262,562(1,083,308 in FY26) participants, 90 per cent of its cumulative target of 3,629,657. In April–June 2026 alone it reached 33,747 farmers (70 per cent women) with climate-smart agriculture, nutrition and extension services across Karamoja, Busoga, Tooro, Lango and Acholi. Its 2025 outcome survey of 1,560 households found 62 per cent of women of reproductive age achieving minimum dietary diversity, 94.7 per cent of households producing at least one nutrient-dense crop, 97.4 per cent adopting climate-smart practices, and a women’s empowerment index of 0.72. It also found only 1.7 per cent of children aged 6–23 months receiving a minimum acceptable diet – a “production–consumption disconnect” that now drives the 2026 plan. Fifty-three private-sector partners converted to SMART commitments with pledged investment of over UGX 740 million a year, and seventeen were receiving technical assistance on product development, food safety and certification in the final quarter. Kabarole District reported a reduction in stunting from 41 to 38 per cent (the district’s own report, not a project survey). CASCADE’s systems results – the National Planning Authority’s adoption of the Nutrition Planning Priorities Guide, nutrition in district development plans, and district budget commitments – are reported at §9.1.

- ✦ **Fill the Nutrition Gap (Kyaka II).** Phase III, implemented by JESE with CARE in Kyaka II refugee settlement and neighbouring host parishes of Kyegegwa District in 2025, reached 500 households (350 refugee, 150 host) and 3,959 people against a target of 2,800, including 2,555 children under five. Households received assorted vegetable seed, a ten-rabbit breeding unit per group with pass-on to 311 further

households, and 20 chickens each; 1,404 farmers were trained through Farmer Field and Business Schools and 1,876 home gardens were established. At endline 89 per cent of households reported greater diversity of nutritious foods than at baseline, with universal adoption of dark green leafy vegetables and 72 per cent growing orange-fleshed sweet potato. Village health teams screened 2,593 people and referred cases of moderate and severe acute malnutrition to Bujubuli Health Centre IV and Medical Teams International. Pregnant and lactating women were reached at only 26 per cent of their sub-target. Kyegegwa District reaffirmed its support for community-based trainers and village health teams under NDP IV beyond project closure.

Malisho Bora Group, Kyaka II – from UGX 112,000 to UGX 1,760,000

Formed by Congolese refugees in 2021, this 18-member group (13 women, 5 men) had saved only UGX 112,000 in its first year and depended on rations. Selected for Fill the Nutrition Gap in March 2025, members received poultry, rabbits, seed and training. Today every household has a kitchen garden, eggs are eaten regularly, surplus vegetables and briquettes are sold, and group savings have grown to UGX 1,760,000, with members saving an average of UGX 10,000 a week.

“Now our children eat vegetables and eggs regularly,” a mother in the group says. “We no longer worry every day about what they will eat.”



A member of a Fill the Nutrition Gap farmer group tends a keyhole garden in Kyaka II refugee settlement, 2025. 1,876 home gardens were established under the project; 89 per cent of households reported greater dietary diversity at endline.

7.2 Resilient Futures (DRR, climate adaptation, NRM, clean energy, carbon readiness)

7.2 PILLAR AT A GLANCE – RESILIENT FUTURES

Inputs	Activities	Outcomes (FY26)
Agroforestry/FMNR specifications; nursery operators; CBFs	Evergreening; seedling distribution; farmer training	2,564,754 seedlings to 8,960 farmers (113%); 14,745 farmers trained (137%); tree survival 45% against 80%
NRM governance structures; district environment offices	Committee strengthening; exchange learning	13 functional governance structures by March 2026 (12 at December 2025); 3 new community practices adopted
ESCOs; circular-economy enterprises; solar irrigation	Clean-cooking activation; waste-to-value	673 households bought clean cooking solutions (target 10,000); >50 tonnes plastic recovered



Farmers around Kalimon Valley Dam can now use the solar-powered irrigation system to water their crops during prolonged dry spells, helping them sustain production even in times of drought.

KPI tiles

- ✦ Over all FY 26 reach: is **68,210 people**; Female -21,413 and Male -46,797
- ✦ Seedlings distributed: **2,564,754** to 8,960 farmers — **113%** of target
- ✦ Farmers trained in agroforestry: **14,745** — **137%** of target
- ✦ Trees under Farmer Managed Natural Regeneration: **53,448** — **9%** of target
- ✦ Tree survival (Restore Africa): **45%** against an 80% target
- ✦ Farmers consenting to the carbon component: **13,866**, committing **35,966 hectares**; 114 Livelihood and Carbon Development Agreements finalised
- ✦ Households purchasing clean cooking solutions (SUSTAINED II, to March 2026): **673** against a 10,000 target; implementation at 54.8% of plan
- ✦ Plastic waste recovered: **>50 tonnes** via **>100** waste agents
- ✦ Adolescents trained on climate-resilient livelihoods: **3,226** — **258%** of target

What we achieved.

- ✦ **Restore Africa**, implemented with JESE across Buhweju, Bunyangabu, Ibanda, Kamwenge, Kyegegwa and Kyenjojo, registered 17,515 farmers in 2025, trained 14,745 in agroforestry and tree management (137 per cent of the annual target, including 400 persons with disabilities and 1,570 youth) and distributed 2,564,754 seedlings to 8,960 farmers (113 per cent) from nine local nurseries, as field demand exceeded projections. The carbon-readiness component advanced: 13,866 farmers consented to participate and collectively committed 35,966 hectares for tree planting, and 114 Livelihood and Carbon Development Agreements were finalised. Gender Action Learning System champions and role model men were embedded in 41 farmer groups. Two figures are stated with care: tree survival was 45 per cent against an 80 per cent target, and the 1,787 hectares recorded under sustainable practices is provisional pending mapping. No carbon credits or offsets are claimed in this report.
- ✦ **Regreening Yumbe** (ANCP, with Palm Corps) had strengthened 13 functional natural-resource management and governance structures across

parish, sub-county and district levels by March 2026 (12 at December 2025), and adopted three new community practices from project learning — including joint work-planning between environment and regreening committees and a community regulation against stray animals to protect newly planted trees. Thirty-two environment committee members went on an exchange to Kijani Forestry in Gulu to learn biochar and nursery enterprise, and in March 2026 women innovators from the project showcased products made from recycled polythene and riverbank restoration with fruit trees at a side event of Uganda Water and Environment Week. Outcome harvesting across 301 household interviews found 65.7% of women and persons with disabilities actively participating in household decisions and 86.9% reporting increased confidence.

- ✦ **CLIRK Karamoja** (Danida SPA II): in Karenga District the Kalimon community registered KAMCOS, a 158-member multipurpose cooperative, and with partner KAYESE installed a solar-powered water system irrigating five acres, a commercial tree nursery and a tricycle transport business. The component reached a soft close in late 2025, with handover to district and cooperative structures planned for 2026.
- ✦ **CLIRK Kyangwali** consolidated three circular-economy enterprises. The refugee youth company BSF Mixed Ventures re-engineered its Bug Hub to process over two tonnes of organic waste a week, cutting larvae mortality from 85 per cent to below 2 per cent. The community association BUAK now manages a Green Fund loan portfolio of over UGX 50 million for biodigesters and black-soldier-fly kits, with portfolio at risk (30 days) at 13 per cent; principal recovered to date stands at only 3.7 per cent, so the fund is not yet revolving in practice, and Kikuube District is using its digital loan records to argue for formal refugee financial-inclusion models. Through Ecoplastile's Wastepays model, over 50 tonnes of plastic waste were recovered and traded through more than 100 registered waste agents, particularly women, with expansion to Kyaka II and a PET hub in

Fort Portal. A hydrological survey found no viable water source at the Kavule innovation hub, leaving production capacity constrained at close-out (\$5.1).

- ✦ **SUSTAINED II** is building a clean-cooking market in Bidibidi and Rhino Camp. In the first six months of phase two (October 2025–March 2026), CARE and its partner CECI, within the CARE Nederland consortium with Mercy Corps and Oxfam, profiled 134 savings groups and selected 77 new groups in Rhino Camp, recruited and trained sales agents, trained nine implementing partners — including the energy companies and Vision Fund — on gender and safeguarding, and built the advocacy capacity of eight women-led and refugee-led organisations. A willingness-to-pay study of 242 households in Rhino Camp found 90.9 per cent willing to buy energy-saving solutions but only 40 per cent using any. Uptake is the challenge: 673 households had purchased clean cooking solutions against a target of 10,000, and implementation stood at 54.8 per cent after the election period halted group gatherings. A catch-up plan is in place.

How we delivered.

- ✦ Restoration ran on farmer demand and specification compliance rather than planting targets;
- ✦ Circular-economy models moved from beneficiary groups to registered commercial entities;
- ✦ Clean-cooking demand was activated through demonstration and market fairs rather than distribution.

What changed for women and communities.

- ✦ Year-round water in Karamoja replaced seasonal dependence and manual hauling.
- ✦ Income from plastic recovery became “an essential safety net” used mainly for school fees and medical bills as rations were cut.
- ✦ Seven women and persons with disabilities in Yumbe contested and won leadership positions.

As refugees, we fear to accept new ideas that bring changes to our community. But for the first time, I encourage all group members to embrace this new idea so that our community can benefit. Otherwise, we may miss a good thing and remain behind in the settlement.

— RWC 1 Chairperson, Ofua Cluster 2, Rhino Camp, SUSTAINED II



Waste agents deliver recovered plastic to the Ecoplastile collection point in Kyangwali settlement, 2025. More than 100 registered agents, most of them women, recovered over 50 tonnes during the year.



Peer Educator engaging YSLA groups and young mothers in Namasagali Sub-County, Kamuli District on contraceptives awareness to strengthen knowledge on reproductive health.

7.3 Women & Girls (SRHR, VAWG prevention/response, leadership & voice)

7.3 PILLAR AT A GLANCE – WOMEN & GIRLS

Inputs	Activities	Outcomes (FY26)
SRHR curricula; YSLA platforms; community scorecards	Adolescent SRHR and life skills; VHT outreach	105 new girls' groups (2,449 girls) and 56 Role Model Boys groups (1,503 boys); 37,724 people reached in Uganda in the year to March 2026
GBV champions; case-management SOPs; referral pathways	Survivor-centred response; norm change	154 GBV cases handled by community champions in Yumbe; 50 GEAR cases across two quarters, one seven-year conviction
WLO/WRO support; cultural institutions; advocacy groups	Leadership and movement-building	145 women secured party nominations; 25 Lugbara Kari pronouncements; first Women's Parliament on technology-facilitated GBV

KPI tiles

- Overall FY26 Reach: **283,819 People**; Female -155,421, Male 128,398.
- SHE SOARS Uganda reach, year to March 2026: **31,419** women and girls and **6,305** men and boys (37,724 – sum of reported columns); cumulative since 2021: 226,062
- New adolescent girls’ groups: **105**, enrolling **2,449** girls; 56 Role Model Boys groups enrolling 1,503 boys; **1,447** girls graduated (186 with disabilities; 298 refugees)
- Cumulative groups: **472** (105% of target); enrolment 10,504 (78% of target)
- YSLA savings mobilised: **UGX 201,474,900**; loans **UGX 131,458,100**
- Women activists who secured party nominations in 2025: **145** (58 Gulu, 37 Arua, 29 Omugo settlement, 21 Omugo host community)
- People reached (Small Action Fund): **8,100** (6,309 women and girls) – **62%** of target
- People reached (GEAR): **23,440** by December 2025 (15,177 women and girls; 73% of target) plus **4,730** in January–March 2026 – not summed, as the Q4 report gives no cumulative figure

What we achieved.

- SHE SOARS Year 5** (Global Affairs Canada, via CARE Canada), delivered in Kampala, Arua City, Terego and Madi-Okollo with Fond Trust Agency, Restless Development, Naguru Teenage Centre, Reach Out Mbuya, NCD, WORUDET and Youth Chaperon, reached 31,419 women and girls and 6,305 men and boys in Uganda in the year to March 2026, bringing cumulative Uganda reach since 2021 to 193,262 and 32,800 respectively (totals are sums of the reported female and male columns). It formed 105 girls’ groups enrolling 2,449 girls and 56 Role Model Boys groups enrolling 1,503 boys, taking cumulative groups to 472 (105 per cent of target) while cumulative enrolment reached 10,504 (78 per

cent); 1,447 girls graduated from the curriculum, including 186 adolescents with disabilities and 298 refugees, and in Terego 196 adolescents progressed into formal schooling (93) or vocational training (103). Community mentors led 5,179 household intergenerational dialogues reaching 8,444 people. On the supply side, 570 health-care providers received mentoring, 88 district health managers were trained on the comprehensive adolescent package, and all 29 targeted facilities are now equipped to deliver adolescent- and gender-responsive services; routine HMIS data show family-planning visits by 10–19-year-olds up 26 per cent between 2021 and 2025. Its most consequential result was institutional: **the Ministry of Health is benchmarking the SHE SOARS community scorecard approach in developing national guidelines**. A young savings group in Terego, OCOPI, was linked to the Government’s GROW project and won a UGX 10 million grant.

- GEAR** (ADA, via CARE Austria), implemented with CEFORD in Arua City and Terego and Thrive Gulu in Gulu City, with Feminature Uganda leading the women’s rights outcome, had reached 23,440 people (15,177 women and girls) by December 2025 – 73 per cent of its 32,000 target – with a further 4,730 reached in January–March 2026. Partners handled and referred 26 GBV cases in October–December 2025 and 24 in January–March 2026, including a defilement case in Arua that ended with the perpetrator sentenced to seven years by the High Court. Its most durable results were institutional: **Arua City committed 1 per cent of its FY2026/27 budget to gender-based violence**; the Lugbara Kari cultural institution publicly launched its pronouncements against harmful norms on 23 October 2025 and by March 2026 had issued 25, including a clarification discouraging forced widow inheritance; on 26 November 2025 Feminature Uganda convened the first-ever Women’s Parliament on technology-facilitated GBV in West Nile, bringing 89 stakeholders together to adopt Digital Justice Recommendations

and a policy brief, aired on UBC; and in Arua, engagement of boda-boda riders through Male Action Groups led stages to introduce by-laws imposing fines and sanctions for abusive behaviour. Nine women-led organisations received four days of governance training (50 participants, including 36 board members and nine executive directors). In Yumbe, 40 GBV champions handled 154 cases across the year.

- Women’s Voice and Leadership** (via CARE Canada): between September 2025 and February 2026 the project worked with ten women-led, women’s rights and youth-led organisations across West Nile and Acholi – Amani Initiative, PMHC, Feminature Uganda, GUWODU, Youth Movers Uganda, Thrive Gulu, MEMPROW, COTA, WEID and WOVOD. Together they built a Technical Assistance and Capacity-building Tracker covering ten organisational domains and adopted a rotational peer-review system for reporting; in a marker of the approach, Amani Initiative coached Thrive Gulu to set up its digital finance system. The project scored “gender transformative” in CARE’s PIIRS review. Partner-led activities included a women’s land-rights session with 173 participants in Maracha, a Girl Shine campaign in Palabek settlement in which 261 participants presented a petition that secured the settlement women leader’s commitment to a safe reporting space, and a 16 Days of Activism closing event in Imvepi that drew approximately 1,500 people.
- Policy Dialogue IV – Small Action Fund** (HORIZONT3000 consortium, with CARE Austria), implemented with CEFORD, Thrive Gulu and Feminature Uganda, closed in December 2025 having reached 8,100 people (6,309 women and girls; 62 per cent of target) and trained 54 partner and CARE staff in policy dialogue. In 2025, 145 women activists and change agents secured party nominations for positions including women councillor, division mayor and directly elected councillor. Community advocacy produced concrete municipal responses: in Gulu City 250 solar streetlights were repaired and 150 new ones installed after attacks on women market

vendors, alongside police night patrols, and a public notice by the Resident City Commissioner banned the use of national IDs as loan collateral, with 50 IDs retrieved for their owners; in Arua City a July 2025 dialogue on the unsafe Osu and Oli Jioko bridges led to their closure to vehicles, a temporary footpath and an official inspection.

- Inclusion in Yumbe**. Working with the Yumbe District Union of Persons with Disabilities and NUDIPU, the Regreening project validated a database of 699 persons with disabilities, cascaded the Local Inclusion Agenda to 442 people, and supported the Union’s general assembly, at which a project participant was elected general secretary. Seven women and persons with disabilities contested and won leadership positions during the year.

How we delivered.

- Rights-based approaches engaging men and boys; survivor-centred case management held as close to the community as safely possible.
- Deliberate use of cultural authority as a norm-change channel. Most cases are now resolved locally, with only complex cases referred onward.

What changed for women. Increased agency over SRHR and household decisions, improved access to justice, and a visible expansion of women’s civic and political participation.

Men used to laugh at me when I carried water or washed clothes, but now they say, ‘That man is a good example.’ These conversations have changed many of us.

– Boda-boda rider, Tanganyika Ward, Arua City, GEAR

Faida, Omugo refugee settlement — “the bridge that someone else walks across”

Faida is a 20-year-old South Sudanese refugee who fled the civil war with her grandmother and dropped out of school in Primary Five. In 2024 she joined a SHE SOARS sexual and reproductive health group and was selected for tailoring training at St. Jude Technical School in Omugo, completing in April 2025; Fond Trust Agency provided a sewing machine and tools. She now sews clothes and bags sold within and beyond the settlement, supports her grandmother, and has joined a youth savings group.

In her words: “I want to be the bridge that someone else walks across into a life of dignity and opportunity.”

Tayibu Monica, Odravu Sub-county — unopposed

A 27-year-old mother of three with a physical disability, Monica attended CARE/NUDIPU leadership training in 2023 and mentorship in 2024. In 2025 she contested the position of female councillor for persons with disabilities in Odravu Sub-county, Yumbe, and went through unopposed. She now cascades information to persons with disabilities, lobbies for their programmes and mentors other women.



One of three women and girls' safe spaces constructed under STEPS and commissioned by the Office of the Prime Minister in July 2025. 25,684 women and girls used the seven STEPS safe spaces over the life of the action.

7.4 Humanitarian Action (protection, cash/voucher assistance, nexus results)

7.4 PILLAR AT A GLANCE — HUMANITARIAN ACTION

Inputs	Activities	Outcomes (FY26)
Seven national partners; GBVIMS/CPIMS; para-social workers	GBV, child protection and MHPSS case management	209,697 people reached over the life of STEPS (87% of target); 94.1% report improved safety with dignity; 80.4% improved psychosocial wellbeing
Reception and transit centre presence; referral pathways	Identification of new arrivals; onward referral	3,232 individuals referred to cash-assistance providers; 431 at-risk children reached in Nakivale under LIFESPAN
Nutrition-sensitive livelihoods; VHTs and health workers	Screening, home gardens, small livestock	3,959 individuals reached in Kyaka II – 141% of target (reported in full at §7.1)

KPI tiles

- ✦ Overall FY26 reach: **126,246 people**; Female -78,521, Male -47,725
- ✦ People reached with protection, GBV and MHPSS services over the project life: **209,697** (130,583 women and girls) — **87%** of target
- ✦ Improved feeling of safety with dignity (STEPS endline, April–May 2026): **94.1%** against an 85% target; improved psychosocial wellbeing **80.4%** (target 80%; baseline 47%)
- ✦ GBV survivors receiving a case-managed response: **2,996** (2,932 women and girls); women and girls using seven safe spaces: **25,684**; MHPSS responses: **48,054** (149% of target)
- ✦ Refugee reach over project life: **195,637** against 172,883 — **113%**
- ✦ Host community reach: **4,060** against 64,792 — **6%**



Delegates at the first Women's Parliament on technology-facilitated gender-based violence in West Nile, convened by Feminature Uganda under GEAR, Arua City, 26 November 2025.

- ✦ Local/national partner share of consortium budget: **25% → at least 60%**, with 3% ICR for capacity strengthening; Localisation Index **88.2/100**; 58% of funds transferred to local actors at interim stage
- ✦ Emergency Response Fund for the March 2025 DRC influx: **USD 100,000** via two national partners

What we achieved.

- ✦ **The STEPS Consortium** (ECHO, via CARE Norway), led by CARE with War Child and seven local and national partners – TPO Uganda, Tumaini for Refugee Women, AWYAD, HADS, KRC Uganda, URDMC and CEPAD-WN – completed its 26-month action on 30 April 2026. Across seven refugee settlements and their transit and reception centres it reached **209,697 unique people** (130,583 women and girls; 79,114 men and boys), 87 per cent of the revised target of 240,788, with refugees and asylum seekers exceeding target at 195,637; the largest locations were Palabek (41,947), Kiryandongo (38,278) and Rhino (31,498). The endline survey (April–May 2026) found 94.1 per cent of participants reporting an improved feeling of safety with dignity (target 85 per cent) and 80.4 per cent reporting improved psychosocial wellbeing (target 80; baseline 47). Over the life of the action, 2,996 survivors of gender-based violence received a case-managed response; 25,684 women and girls used the seven women and girls’ safe spaces, three of them newly constructed and commissioned by the Office of the Prime Minister in July 2025; 7,525 children at risk were identified and case-managed; 183

unaccompanied and separated children were placed in alternative or foster care (229 per cent of target); 8,431 parents and caregivers completed the Be There and Parenting Without Violence programmes (203 per cent); 48,054 people received a mental health and psychosocial support response (149 per cent), among them 3,164 people at risk of suicide; and 14,674 children and caregivers took part in tree planting and climate education. Children in the TeamUp programme improved their wellbeing scores from 54 to 80 per cent on the Stirling scale. STEPS was a localisation instrument as much as a service one: national partners implemented while two INGOs provided support, national actors held equal governance votes and chaired the programme management unit, and in April 2026 eighteen board members and senior leaders from all seven partners completed corporate governance training with the Balunywa Leadership Academy.

- ✦ CARE’s Emergency Response Fund responded to the March 2025 DRC influx with USD 100,000 through national partners AWYAD and HADS.
- ✦ **LIFESPAN** is a six-month UNOCHA-funded emergency protection intervention (April–October 2026) with War Child for Congolese, South Sudanese and Sudanese refugees and vulnerable host families in Nakivale – the one activity in the year that responded directly to the withdrawal of prima facie recognition and the rising reception-centre caseload described at §2.2. By June 2026 CARE’s case workers had reached 431 of 800 targeted at-risk children with protection support and cash assistance, transferred UGX 90.8 million of the UGX 238.9 million cash allocation to vulnerable households,

and delivered TeamUp psychosocial sessions to 1,143 children in four primary schools in the June cohort (a monthly cohort count, not a cumulative figure).

- ✦ **Fill the Nutrition Gap** Phase III reached 3,959 people in Kyaka II against a 2,800 target, including 2,555 children under five, with 89 per cent of households reporting greater dietary diversity at endline; the delivery model and caveats are reported with the nutrition portfolio at §7.1.

How we delivered.

Protection was delivered by national organisations with technical accompaniment, not by CARE with national sub-contractors. Where we did not hold the instrument we referred: STEPS carried no cash infrastructure and referred 3,232 individuals to other providers. Where agencies withdrew – notably the Uganda Red Cross from family tracing in West Nile – partners absorbed the function through Refugee Welfare Committees and para-social workers.

What changed for communities.

Dignified protection sustained through a year of sector-wide contraction, delivered by organisations that will still be present when the grant is not.

Without the survivor fund, I would not have managed to attend court. The support gave me strength and hope that justice is possible.

– A survivor in Arua City, GEAR

7.5 Cross-Cutting Approaches (Gender Equality, MEAL & Evidence, Inclusion/Disability, Localization)

Gender Equality & Inclusion. Gender-transformative design remained embedded through Social Analysis and Action, Engaging Men and Boys and Household Dialogues; 22 partner staff were trained in these methodologies, producing six partner gender action plans; the Women’s Voice and Leadership project scored “gender transformative” in CARE’s PIIRS review, and Gender Action Learning System champions were embedded in 41 Restore Africa farmer groups. Disability inclusion moved from participation to data: the Yumbe programme supported the District Union of Persons with Disabilities to validate a database covering **699 persons with disabilities**, and twenty people are being trained as sign-language interpreters.

MEAL & Evidence. FY26 generated more outcome-level evidence than any recent year: the STEPS endline survey and Localisation Index (88.2 of 100); a CASCADE outcome survey of 1,560 households; outcome harvesting in Yumbe across 301 household interviews (88.8% response rate); an endline appraisal under Fill the Nutrition Gap; a willingness-to-pay study of 242 households under SUSTAINED II; a routine HMIS trend analysis of 29 SHE SOARS facilities over 2021–2025; and a live monitoring dashboard under Digital Data Trails for Credit feeding monthly learning briefs.

Localization. Of \$13.61m total expenditure, **\$6.72m (49.4%) flowed through 58 partner organisations**, up from 41.4% in FY25. Of this, 26% was delivered through women-led and women’s rights organisations – evidence of shifting resources, voice and decision-making.

Systems & quality (QuAMPlus). The digital due-diligence and certification platform went live on 28 April 2026 with 22 CSOs enrolled – including all seven STEPS partners – and 20 verified. Certification remains outstanding (§8.3).

Children in the TeamUp programme improved their wellbeing scores from 54 to 80 per cent on the Stirling scale.

8. PARTNERSHIPS & LOCALIZATION (FY26)

CARE International in Uganda continued to shift resources, voice and decision-making to those closest to the issues. FY26 tested that commitment against a 19% fall in revenue, and the commitment held.

8.1 Partner Ecosystem (WLOs/WROs, refugee-led orgs, local NGOs, private sector)

Who we partner with. In FY26, CARE Uganda funded **58 partner organisations** through sub-awards (Note 5(e)). The ecosystem spans women-led and women’s rights organisations (Feminature Uganda, Karamoja Women Umbrella Organisation, Gulu Women with Disabilities Union, Amani Initiative, Uganda Women Entrepreneurs Association, PMHC, MEMPROW, COTA, WEID, WOVOD); national NGOs and CSOs (CEFORD, Thrive Gulu, Food Rights Alliance, Joint Effort to Save the Environment, Restless Development, Transcultural Psychosocial Organisation, HADS, AWYAD, Tumaini for Refugee Women, KRC Uganda, URDMC, CEPAD-WN, Palm Corps, CECI, KAYESE, APSEDEC, Fond Trust Agency, Naguru Teenage Centre, Reach Out Mbuya, NCD, WORUDET, Youth Chaperon, Youth Movers Uganda); national women’s and development networks contracted under GROW (FOWODE, NAWOU, UWESO, ACFODE); research and technical institutions (Africa Innovations Institute, KYU Research Training and ITCSP, ASIGMA); refugee- and youth-led enterprises (BSF Mixed Ventures, Bioenergy Umbrella Association of Kyangwali); international consortium partners (War Child, GAIN, WEDN); and private-sector actors (Ensibuuko Technologies, gnuGrid CRB, Ecoplastile, Andre Foods International, NOGAMU). Not every organisation named here received a sub-award in FY26 — some are consortium peers or GROW sub-contractors.

Humanitarian partners. The STEPS Consortium was implemented with seven national partner organisations, with CARE and War Child providing support and capacity strengthening rather than front-line delivery.

Private sector. Market-based programming linked VSLAs and collectives to input suppliers, off-takers and technology partners — including the Chomoka pathway with Ensibuuko, credit reference integration with gnuGrid, and off-take guarantees for recovered plastic with Ecoplastile.

8.2 Resource-Sharing & Risk-Sharing; % Funding to Partners

Resource-sharing (money & voice). **USD 6,723,195 — 49.4% of total expenditure — was delivered through partner organisations in FY26**, against USD 6,868,443 and 41.4% in FY25. Of this, 26% was delivered through women-led and women’s rights organisations. Under STEPS, EUR 2,273,538 (58 per cent) of project funds had been transferred to local and national actors at the interim stage, the consortium’s Localisation Index scored 88.2 of 100, and CARE handed management of its Kyangwali field office to HADS (§3.3).

Risk-sharing. Our policies continued to strengthen the balance between compliance and accountability: CARE advanced a more proportionate and partnership-oriented approach to risk management, reducing unnecessary compliance demands on local partners while reinforcing shared responsibility for risk and accountability. This was complemented by enhanced due diligence, stronger anti-fraud awareness, and continued practical support to partners as they navigated the evolving IBSM and locally-led operating model.

Why this matters. The Pledge for Change 2030 calls for national and local leadership as the default by 2030. FY26 is a partial proof: the share moved in the right direction under adverse conditions.

8.3 Capacity Strengthening & QuAMPlus Progress

FY26 milestones. QuAMPlus — the digital, AI-enabled due-diligence and certification platform for Ugandan civil society described at §3.3 — was endorsed by the Government of Uganda in July 2025 and formally launched on 28 April 2026 by CARE, the QuAM Council and the Uganda National NGO Forum, following the concept launch with DENIVA and UNNGOF on 5 May 2025. The launch was attended by 87 stakeholders from seven donors, ten INGOs, thirteen CSOs, government and the media, and produced three commitments: ECHO to promote the platform with other donors, the Office of the Prime Minister to advocate its integration into Uganda’s localisation policy framework, and the Mastercard Foundation to refer 20 CSOs for certification.

How we used it in FY26. Twenty-two CSOs enrolled — including all seven STEPS partners — and 20 completed verification; none has yet been certified. Beyond the platform, capacity strengthening was delivered directly: 18 partner board members and senior leaders from all seven STEPS partners completed corporate governance training with the Balunywa Leadership Academy in April 2026; grants management, resource mobilisation and project cycle training ran across the STEPS consortium; the TACT organisational assessment was applied across the ten Women’s Voice and Leadership partners, who also adopted rotational peer review and WLO-to-WLO coaching; nine women-led organisations received four days of governance training under GEAR (50 participants,

36 of them board members); and a Gender-Capacity Assessment and Mentoring plan was developed for nine women-led organisations. Five of the seven STEPS partners (71 per cent) showed significant improvement in governance, compliance, grants and risk systems at endline.

Gaps & next steps (FY27).

- ✦ **Convert verification into certification.** Twenty verified and zero certified is an incomplete result; certification, and donor recognition of it, is the point.
- ✦ **Report the WLO/WRO share.** Classify the partner ledger by organisation type so the figure is a management metric.
- ✦ **Move from capacity to liquidity.** Add partner financial health indicators to partnership governance.
- ✦ **Sustain community structures beyond stipends.** The Yumbe linkage model — connecting Role Model Men and Women Mentors to protection partners and government service points — should be standard practice at project close.

8.4 Donors and Funding Channels (FY26)

CARE Uganda’s FY26 programmes were financed by the institutional donors, CARE International members, multilateral agencies and foundations listed below, as stated in the project reports reviewed for this report.

FY26 milestones. QuAMPlus — the digital, AI-enabled due-diligence and certification platform for Ugandan civil society described at §3.3 — was endorsed by the Government of Uganda in July 2025 and formally launched on 28 April 2026 by CARE, the QuAM Council and the Uganda National NGO Forum, following the concept launch with DENIVA and UNNGOF on 5 May 2025.

Donor / back-donor	Channel	Programme(s)	Fund code (\$25)
(ADA) Austrian Development Agency; HORIZONT3000	CARE Austria	ADA Gender Equal & Resilience (GEAR); Policy Dialogue 4	CI_CARE_OSTERREICH
Australian Government – ANCP	World Vision Australia	Regreening UGA Communities	OTHER_DONORS
Bill & Melinda Gates Foundation	CARE USA	GATE Digital Data Trails; GATE DREAM; GATE_AWCEM	US_PRIVATE
Bloomberg Philanthropy (Panorama Global)	CARE USA	PANG USA Expand Agri Fund Model; USA01_PANG_AgriFund Initiative	US_PRIVATE
Climate Asset Management	Catholic Relief Services Uganda	Restoring Livelihoods	NON_USG_SUB
CUSA Emergency Relief Fund	CARE USA	CUPF Emergency Relief Fund (ERF)	US_PRIV_POOL_EMRGNCY
CUSA Pooled Fund	CARE USA	CUPF USA Acceleration Fund	US_PRIV_POOL_OTHER
DANIDA	CARE Denmark	CLIRK / SPA II (Kyangwali; Karamoja)	CI_CARE_DENMARK
DANIDA	UNFPA	UNFP Empowered Women ISRHR; UNFP UGA SAY Proj 2026; UNFP UGA SAY Project 2025	UN_ALL
Embassy of the Kingdom of Netherlands	CARE Nederland	SUSTAINED	CI_CARE_NEDERLAND
European Commission for Humanitarian Aid (DG ECHO)	CARE Norge	ECHO UGA APEAL V	CI_CARE_NORGE
General Purpose Fund	CARE USA	CUSA General Purpose Funds	US_GPF
Gerald and Karen Kolschowsky Foundation	CARE USA	GAK UG Expendable Grant	US_PRIVATE

Donor / back-donor	Channel	Programme(s)	Fund code (\$25)
German Foreign Office	CARE Germany	GFFO CD Reproductive Health	CI_CARE_DEUTSCHLAND
Global Affairs Canada	CARE Canada	TRANSACT – SHE SOARS	CI_CARE_CANADA
Jean-Coutu Foundation	CARE Canada	Women's Voice & Leadership Project	CI_CARE_CANADA
Michael & Susan Dell Foundation	CARE USA	Michael & Susan Dell Foundation	US_PRIVATE
Ministry of Foreign Affairs – Netherlands	CARE Nederland (CARE–GAIN consortium)	Catalysing Strengthened Policy	CI_CARE_NEDERLAND
Novo Nordisk Foundation	CARE Denmark	Novo Nordisk	CI_CARE_DENMARK
The Church of Jesus Christ of Latter-day Saints	CARE USA	CLDS UGA Emergency Food Assist; Latter-Day Saint Charities	US_PRIVATE
The Pathy Family Foundation	CARE Canada	Women's Voice & Leadership Project	CI_CARE_CANADA
The Starbucks Foundation	CARE USA	FFBS Scaling Uganda	US_PRIVATE
UNOCHA (Uganda Humanitarian Fund)	War Child Holland	LIFESPAN – UN OCHA	NON_USG_SUB
Unrestricted Funding	CARE USA	CUSA General Purpose Funds; USA Operating Unrestricted	US_GPF; US_UNR
World Bank	MGLSD / PSFU – performance contract	GROW Project Eastern and Western	HOST_GOV

We thank every donor for its continued confidence in a year when many institutional budgets were cut.

9. POLICY INFLUENCE & SYSTEMS CHANGE

CARE International in Uganda uses evidence, coalitions and locally led platforms to help translate community priorities, especially those of women and girls, into policy, plans and budgets. In FY26 our influencing delivered results at four levels: national planning frameworks, district budgets and ordinances, cultural institutions, and sector systems.

9.1 National & Sub-national Policy Engagements

National planning frameworks

- ✦ **National Development Plan IV (2025/26–2029/30)**, launched in June 2025. CASCADE provided technical assistance to local governments to translate the national agenda into district commitments and trained District Planning Units to create nutrition-sensitive budgets. Its Nutrition Planning Priorities Guide was **approved by the National Planning Authority as an annex to the National Planning Guidelines** — the mechanism by which, in the NPA planner’s words, “planned nutrition actions will be allocated budgets”. Across eight monitored districts, 87.5 per cent of proposed nutrition interventions were integrated into district development plans.
- ✦ **Kampala CAADP Strategy and Action Plan 2026–2035**, adopted by the African Union in January 2025 with active influencing from CASCADE Uganda, targeting six objectives for Africa’s agri-food systems.
- ✦ **Ministry of Education and Sports**. CASCADE supported the Ministry to develop the National School Feeding Annual Work Plan for 2026/27. The Tooro Kingdom launched a Food and Nutrition Action Plan with CASCADE support.

Health systems

- ✦ **Ministry of Health community scorecard guidelines**. The Ministry has benchmarked the SHE SOARS community scorecard approach in developing national guidelines — a direct transfer of a CARE-tested method into national practice.
- ✦ **Adolescent health and rights**. SHE SOARS partners drafted, with the Uganda Parliamentary Forum on ending child marriage and teenage pregnancy, a motion to compel review of the 2020 school re-entry guidelines; the women’s rights partner NCD secured observer status with the African Committee of Experts on the Rights and Welfare of the Child; and the revised East African Community Youth Policy 2025–2030 was launched in Kampala in December 2025 at a conference the project supported.

District budgets and financing

- ✦ **Arua City** committed **1% of its FY2026/27 budget to gender-based violence**, secured through GEAR after advocacy dating to a 2023 pronouncement by the city council Speaker.
- ✦ **Moroto District** allocated **2% of its District Discretionary Equalisation Grant** to nutrition; **Gulu District** increased nutrition financing by **75%**, from UGX 4m to UGX 7m. Nutrition is now mainstreamed into District Development Plans across CASCADE districts, and Kabarole District reports stunting down from 41 to 38 per cent.

Cultural institutions and social norms

- ✦ **Lugbara Kari** publicly launched its pronouncements against harmful norms on 23 October 2025 and had issued **25** by March 2026, including a public clarification discouraging forced widow inheritance; the pronouncements have since entered Arua City’s Women, Peace and Security Local Action Plan. **Ker Kwaro Acholi** made commitments on women’s property rights. A policy brief on a Sexual and Gender-Based Violence Ordinance was developed for district adoption.
- ✦ **Technology-facilitated GBV — a new policy front**. The first-ever Women’s Parliament on technology-facilitated gender-based violence in West Nile (26 November 2025; 89 stakeholders) adopted Digital Justice Recommendations and a policy brief, broadcast on UBC, opening a policy agenda that did not exist in our portfolio a year earlier.

Civic space, service delivery and rights

- ✦ Through the Small Action Fund, women activists secured the repair of **250 solar-powered streetlights** and the installation of 150 new ones in Gulu City by December 2025 in response to attacks on women market vendors, alongside police night patrols; a **public directive from the Resident City** Commissioner halted money lenders confiscating National Identity Cards as collateral, with 50 IDs retrieved for their owners; and dialogue on the deteriorating Oso and Oli Jioko bridges in Arua City led to precautionary closure to vehicles, a temporary footpath and an official inspection.

Environmental governance

- ✦ The **2025 Environment Manifesto** was compiled through an Environmental Parliament under the theme “Accelerating Action for Green Jobs and Environmental Protection.” Our projects contributed two grassroots priorities: flexible financing for green jobs for women entrepreneurs, and national recognition of district and lower local governments as credible actors for locally led climate action.

- ✦ In Kyangwali, documented Black Soldier Fly practice was shared with the Office of the Prime Minister advocating inclusion of insect-based animal feed in agricultural policy; Ecoplastile’s digital waste traceability data is being shared with OPM to inform settlement waste-management contracting.

Localisation policy

- ✦ At the QuAMPlus launch the **Office of the Prime Minister committed to advocate integration of the platform into Uganda’s localisation policy framework**, and ECHO undertook to promote it with other donors — the first steps toward donor recognition of a Ugandan certification standard (\$8.3).

Regional platforms

- ✦ Activists presented **three policy issues** — women’s leadership, women’s economic empowerment and GBV — to the Permanent Secretary of the **Ministry of East African Community Affairs**, with asks including 50:50 representation measures, campaign-finance regulation, and an increase in the GBV allocation within the Ministry of Gender, Labour and Social Development budget from 0.5% to 10%.

9.2 Advocacy Coalitions & Results

Who we convened with.

In FY26, CARE Uganda continued to leverage diverse local partnerships to strengthen policy influencing and amplify community voices. Policy-engaged partners receiving sub-awards included Food Rights Alliance (nutrition governance, \$399,821), Joint Effort to Save the Environment (environment and climate, \$397,309), Restless Development Uganda (youth voice, \$379,354), and Feminature Uganda (women’s rights advocacy, \$131,736). Through CASCADE, CARE Uganda also worked with 40 women-led organisations during 2025, developing abridged policy briefs that enabled WLOs to directly engage with and influence District Development Plans. This approach strengthened locally led

advocacy by equipping partners and women-led organisations to carry evidence and community priorities into local policy and planning processes.

What we achieved (selected FY26 systems outcomes)

- ✦ One national health guideline process benchmarking a CARE-tested method; one continental strategy influenced and adopted; one national development plan with nutrition integrated at district planning level.
- ✦ Three district financing commitments (Arua City 1% to GBV; Moroto 2% of DDEG to nutrition; Gulu nutrition financing up 75%).
- ✦ Two cultural institution positions on women’s rights; between seven and thirteen advocacy issues tabled by community structures under the Small Action Fund, of which between three were resolved.

Pathways that worked. Evidence-to-policy loops, where survey data became briefs partners carried into district planning themselves. Women-led convening, with activists engaging duty bearers directly rather than through CARE. Cultural authority, where a single pronouncement reaches further than a campaign. And contracted delivery, which places CARE inside a government programme rather than alongside it.

What’s next (FY27 outlook)

- ✦ **Follow the money on Arua City’s 1%.** A budget commitment is not a disbursement.
- ✦ **Support districts to cost and enforce.** Nutrition in a District Development Plan needs indicators and budget lines to become practice.
- ✦ **Sustain advocacy structures past project close.** The Small Action Fund closed with two of three partner advocacy strategies still in draft; follow-up has transferred to GEAR.
- ✦ **Convert the Environment Manifesto asks into district climate finance.**

It is only through this alignment that planned nutrition actions will be allocated budgets.

— NPA Planner for Nutrition and Health Systems, on the Nutrition Planning Priorities Guide, CASCADE

PART C – SUSTAINABILITY (GRI/INTEGRATED REPORTING/IFRS S2-READY)

Note on Part C. Sections 10 to 14 describe the frameworks, boundaries, methods and controls that govern our sustainability reporting.



10. SUSTAINABILITY GOVERNANCE & APPROACH

This chapter explains how CARE International in Uganda governs its sustainability agenda, the standards and frameworks we use, and the boundaries, methods and controls behind the data in this report. Our aim is to be transparent, decision-useful, and interoperable with leading global standards, while keeping our approach practical for a country office and our local partners.

10.1 Frameworks Used (GRI 2021, Integrated Reporting concepts; TCFD/IFRS S2 cross-reference)

Primary reporting standard — GRI 2021 Universal Standards. We prepare the sustainability section “in accordance with” the GRI 2021 Universal Standards (GRI 1: Foundation, GRI 2: General Disclosures, GRI 3: Material Topics). GRI 2 informs the disclosures about our organisation, governance and reporting practices; GRI 3 guides how we determine and report material impacts. Sector Standards are referenced where relevant.

Integrated thinking & connectivity. To link strategy, risks, trade-offs and outcomes across financial and non-financial capitals, we apply the Integrated Reporting Framework to structure the narrative and connect the financial statements with sustainability-related disclosures.

Climate cross-reference — TCFD/IFRS S2. Our climate-related disclosures are structured to align with the TCFD architecture (Governance, Strategy, Risk Management, Metrics & Targets) and cross-referenced to IFRS S2 Climate-related Disclosures.

Humanitarian quality & accountability anchors. Given our mandate, we also reference the Core Humanitarian Standard (CHS) and system-wide Accountability to Affected People (AAP) commitments to ensure people-centred, safe and responsive practice.

How we monitor and manage sustainability-related risks and opportunities. The material topics at §4.2

and the risks and opportunities at §5 are carried into a single risk register owned by the Senior Management Team, which reviews it quarterly with the topic owners named at §10.2 (Finance for economic value, MEAL for outcome evidence, Operations for energy, fuel and travel, Safeguarding for CHS/AAP feedback and incidents, Partnerships for localisation and partner financial health). Each material topic has at least one KPI with an FY26 target and an FY27 target (§14); outturn is reviewed against target at mid-year and year-end, and any shortfall is explained in this report. Opportunities — government contracting, QuAMPlus certification, alternative credit, anticipatory action — are tracked in the same register with a named owner and a next decision point, so that they are managed rather than merely listed. The register, the KPI dashboard and the safeguarding and fraud case logs are the three inputs to the annual materiality refresh described at §4.2.

10.2 Boundaries, Estimation Methods & Data Quality

Reporting boundary (people and operations).

- ✦ **Entity boundary.** CARE Uganda’s country office and field locations under operational control (programme and support functions).
- ✦ **Partner boundary.** Programme outputs and outcomes achieved with partners are included in our impact reporting, per project MEAL plans. For environmental metrics such as GHG,

partner emissions currently sit outside our organisational boundary but may be estimated in Scope 3 categories where material (for example sub-grants and procured services). This boundary carries more weight in FY26 than it did in FY25, because 49.4 per cent of expenditure — and a correspondingly larger share of delivery activity — now flows through partner organisations.

- ✦ **Period.** FY26 (1 July 2025 – 30 June 2026).
- ✦ **Restatements.** No FY25 figure has been restated in this report. FY25 comparatives are drawn either from the FY26 financial statements’ comparative column or from the signed FY25 Annual Report, and are labelled as FY25 wherever used. Any methodological change or correction identified after sign-off will be explained alongside revised baselines in the FY27 report.

Material topics & topic-specific boundaries.

Material topics follow the GRI 3 process: stakeholder inputs (§4), risk and opportunity analysis (§5), and management approach by pillar (§7). Topic boundaries may extend beyond our own office where the most significant impacts occur externally — for example value-chain impacts on women’s economic justice, and climate adaptation in the communities where we work. Two FY26 topics illustrate the point. Partner financial resilience (new this year) sits almost entirely outside our entity boundary but bears directly on service continuity, and is reported at §8.2. Digital financial inclusion and the ethics of alternative credit (also new) has its principal impacts in the households and savings groups whose financial behaviour is now recorded and scored, not in our own operations, and is reported at §7.1 and §17.3.

- ✦ **GHG inventory scope & methods (decision-useful, proportionate).**
 - ★ **Standard.** We use the GHG Protocol Corporate Accounting & Reporting Standard: Scope 1 (fuel we burn), Scope 2 (purchased electricity), and selected Scope 3 categories material to an INGO — business travel; employee commuting where available;

upstream purchased goods and services for large procurements; and fuel- and energy-related activities (well-to-tank) where feasible.

- ★ **Emission factors.** Latest suitable sources are applied by activity type and geography. Where country-specific factors are not available for Uganda we apply reputable defaults — for example UK Government/DEFRA conversion factors for air travel and generic fuels, and IPCC 2006 Guidelines defaults for estimation tiers. We disclose the factor set and year used in the GHG note.
- ★ **Examples.**
 - Electricity (Scope 2): grid factor from recognised databases, or a regional proxy, with market- and location-based disclosure where data allow.
 - Travel (Scope 3): distance-based method by ticket class, with radiative forcing uplift noted where applied.
 - Refrigerants (Scope 1): asset leak rates or refill logs, with GWP factors aligned to IPCC.
- ★ **Uncertainty.** For each category we note data confidence (High / Medium / Low), factor provenance, and whether data are measured, metered or estimated, per GRI 2 and GRI 305 conventions.

Other environmental & social metrics.

- ✦ **Water & waste.** Activity-based metering where available; otherwise invoice or vendor-log estimates with documented factors.
- ✦ **Health, safety & safeguarding.** Definitions follow internal policies; CHS and AAP inform grievance and feedback classifications.

Data governance, controls & assurance.

- ✦ **Roles & responsibilities.** The Country Director holds overall accountability. The Senior Management Team acts as a Sustainability Steering Group. Pillar leads own topic-level KPIs; Finance consolidates economic value

(GRI 201-1); MEAL owns indicator definitions and evidence; Operations owns activity data for energy, fuel and travel; Safeguarding oversees CHS/AAP-linked feedback and incident taxonomies.

- ✦ **Policies & privacy.** Personal data used for monitoring and feedback is processed under Uganda's Data Protection and Privacy Act, 2019, with the Personal Data Protection Office as regulator. We apply consent and legitimate-interest bases, minimise personal data in analytics, and register with the PDPO as required. The volume and sensitivity of personal data processed rose materially in FY26 through digital credit scoring (§18.3).
- ✦ **Controls.** Template registers for activity data; segregation of duties for data entry and review; automated reasonableness checks (unit conversions, outlier flags); a change log for post-cut-off adjustments; and sampling back to source documents — invoices, meter reads, itineraries.
- ✦ **Assurance.** Financials are audited (IPSAS basis). Sustainability data receive internal assurance (Finance/MEAL review).

Quality grading & improvement plan.

Each key indicator is assigned a Data Quality Grade (A–C) based on completeness, accuracy, timeliness, and traceability. FY26 priorities focus on expanding Scope 3 coverage, particularly major purchased goods and services and partner sub-grants, using spend-based methods as an initial screening approach; improving site-level electricity metering; integrating travel data capture into the booking process; and publishing a methodology note covering emission factors, calculation approaches, factor tables, and version control to strengthen transparency and reproducibility.

Planned FY27 improvements.

1. **Fix the reporting period at source** — require a July–June cut of core indicators from every project alongside its donor-calendar report.
2. **Re-baseline the environmental inventory on FY26** rather than FY25, and improve site-level electricity metering.
3. **Expand Scope 3 coverage** to major purchased goods and services and partner sub-grants, using spend-based methods as a screening step — a higher priority now that half of expenditure passes through partners.
4. **Integrate travel data capture at booking** so that Scope 3 travel is recorded rather than reconstructed.
5. **Classify the partner ledger by organisation type** so that the WLO/WRO funding share becomes a live metric rather than an annual reconstruction (§8.2).
6. **Publish a methodology note** with factor tables and version control.

Interoperability and emerging guidance. We monitor ISSB (IFRS S2) implementation and the accompanying guidance on transition plans, and we track interoperability with other regimes such as the EU Sustainability Reporting Standards, to keep our disclosures comparable across donors and jurisdictions.

What's in the FY26 Sustainability Data Note.

- ✦ **Standards & linkages:** GRI 1–3, connectivity, IFRS S2/TCFD mapping.
- ✦ **Boundaries:** organisational versus value-chain; topic-specific boundaries by material topic (GRI 3); the FY26 reporting-period exception.
- ✦ **Methods & factors:** GHG Protocol scopes; DEFRA and other factor sources; IPCC tier choices by category.
- ✦ **Controls & privacy:** CHS/AAP for community-level data; Data Protection and Privacy Act compliance and PDPO registration status.
- ✦ **Data quality:** indicator-level A–C grades, and the list of indicators not reportable for FY26.

10.3 Annex A — Methodology & Controls (FY26 Climate & Sustainability Data)

A. Scope-by-Scope methods (GHG Protocol)

Scope	Boundary	Activity data (owner)	Method	Emission factors & version	Confidence	Notes
S1 — Stationary & mobile combustion	CARE-owned/controlled generators & vehicles	Fuel purchase logs; fleet app exports (Admin/Logistics)	Fuel-based: litres × EF (CO ₂ , CH ₄ , N ₂ O)	DEFRA/UK Gov 2025; WTT factors for energy-related upstream (Cat.3)	Med-High	Cross-check with supplier invoices; add odometer sanity checks
S1 — Refrigerants	Office AC & cold chain (if any)	Refill logs; technician leakage reports (Admin)	Mass-balance: kg top-up × GWP100	IPCC AR6 GWPs	Med	If logs incomplete, disclose as estimate with low confidence
S2 — Purchased electricity	Grid electricity at head & field offices	Utility bills (Admin/Finance)	Location-based: kWh × national/regional grid EF; Market-based if supplier EF/RECs exist	Recognised grid dataset (2023/24 edition)	Med	Uganda-specific EF where available; else EAP regional proxy;
S3 Cat.3 — Fuel/energy-related (upstream)	WTT for fuels/electricity	Derived from S1/S2 volumes (Admin)	Factor-based: activity × WTT EF	DEFRA/UK Gov 2025	Med	Reported where material
S3 Cat.5 — Waste generated	Office solid waste	Vendor receipts; bin-lift estimates (Admin)	Activity-based: tonnes × EF by waste type	DEFRA/other recognised 2025	Low	Improve scale tickets in FY27
S3 Cat.6 — Business travel	Flights; hired vehicles	Itineraries from TMC; per-diem logs (Admin)	Distance-based: km × class EF (+RF uplift note)	DEFRA/UK Gov 2025	Med	Apply radiative forcing uplift for aviation (disclose factor used)
S3 Cat.7 — Employee commuting	Staff commute	HR survey (sample)	Survey × EF (mode shares, avg. distances)	DEFRA/other recognised 2025	Low-Med	Baseline survey in FY27 to improve coverage
S3 Cat.1 — Purchased goods & services (screening)	Large procurements & sub-grants	Trial balance; PO ledger (Finance/Procurement)	Spend-based screening to find hotspots; move to supplier/activity data where feasible	EXIOBASE/USEEIO or similar vintage 2023/24	Low (screening)	Use for prioritisation only; not for performance claims

S1/2 fully included; S3 prioritised by materiality. Partner-organisation emissions sit outside the organisational boundary but are screened in S3 Cat.1 via spend-based methods where relevant.

B. Factor source & version log (FY26)

- ★ **DEFRA/UK Government conversion factors 2025** — road fuels (tank-to-wheel & WTT), electricity WTT, and aviation by cabin class, with the RF uplift applied and documented.
- ★ **IPCC AR6 GWPs** — refrigerants and other applicable global warming potential calculations using 100-year values.
- ★ **Grid electricity** — best-available **Uganda-specific grid emission factor**; where unavailable, an **East Africa regional proxy** is applied, with the dataset name and edition documented in the Data Note.
- ★ **Supplementary sources** — recognised LCA databases, including **EXIOBASE/USEEIO**, used where appropriate for spend-based Scope 3 screening.

C. Data controls & assurance (summary)

- ★ **Ownership:** Country Director (accountability); SMT (oversight); Admin/Logistics (S1/S2 data); Finance (EVG&D and ledger linkage); MEAL (indicators/evidence); Safeguarding (CHS/AAP).
- ★ **Controls:** Standard templates, dual review, reasonableness checks, change logs, and sampling against source documents including invoices, meter reads and travel records.
- ★ **Privacy:** Participant data managed under **PDPA 2019**, including registration, minimisation and retention requirements where applicable.
- ★ **Assurance:** Financials audited under **IPSAS**. FY26 sustainability reporting builds on the FY25 internal review, with **limited external assurance targeted for GHG S1/S2 and EVG&D**.

D. Estimation & uncertainty key

- ★ **Data quality grades:** **A** (measured/metered), **B** (derived with strong factors), **C** (estimate/survey or proxy).
- ★ **Uncertainty flags:** High confidence ($\pm 10\%$); Medium ($\pm 25\%$); Low ($> \pm 25\%$). Disclosed per category in the FY26 Sustainability Data Note.



11. ENVIRONMENTAL STEWARDSHIP (FY26)

This chapter sets out how **CARE Uganda** manages and reports its environmental footprint across operations, alongside positive environmental **programme outcomes** such as restoration and clean energy. FY26 accounting follows the **GHG Protocol Corporate Standard**, covering Scopes 1–2 and selected material Scope 3 categories, using authoritative emission factors and aligning with **Section 10 governance** and the **IFRS S2/TCFD** cross-reference in Annex A.

11.1 Climate Metrics (Scope 1-2-3 where feasible), Energy, Fuel & Travel

Boundary & method.

- ★ Scope 1 covers fuel we burn in vehicles and generators and refrigerant top-ups;
- ★ Scope 2 covers purchased electricity, reported location-based, and market-based where supplier emission factors or RECs exist;
- ★ Scope 3 covers the categories material to a country office — business travel, fuel and energy-related activities (well-to-tank), office waste, and a spend-based screen of purchased goods and services. All per the GHG Protocol.

Emission factors we apply (FY26). DEFRA 2025 conversion factors for aviation, road fuels and waste streams, with the radiative forcing uplift noted where applied; IPCC AR6 global warming potentials for refrigerants; and the UNFCCC standardized baseline for the Uganda grid, applied until an official update is issued. The factor-set version is locked at the start of the reporting year and disclosed in the Sustainability Data Note.

What we measure and how we calculate it.

Area	What we measure	Method & factor	FY26 activity	FY26 computed value
Fuel – vehicles/ generators (S1)	Litres of diesel/ petrol	29,268 L × DEFRA 2025 diesel EF 2.58354 kgCO₂e/L	29,268 L	75.62 tCO₂e
Refrigerants (S1)	kg top-up of each gas	kg × IPCC AR6 GWP	0 kg	0.00 tCO₂e
Electricity (S2)	kWh per site	kWh × Uganda grid EF 0.116 kgCO₂e/kWh	24,686 kWh	2.86 tCO₂e

Area	What we measure	Method & factor	FY26 activity	FY26 computed value
Air travel (S3-6)	Distance by cabin class	Economy, short-haul × DEFRA 2025 factor 0.12576 kgCO₂e/passenger-km , with RF	28,709 km	3.61 tCO₂e
Road hire (S3-6)	Litres of fuel	Assumed diesel × DEFRA 2025 diesel EF 2.58354 kgCO₂e/L	38,779 L	100.19 tCO₂e
Office waste (S3-5)	kg by stream	Commercial/ industrial waste to landfill × DEFRA 2025 factor 520.58023 kgCO₂e/tonne	1,000 kg	0.52 tCO₂e

Program climate co-benefits. Restoration and clean-energy results — 2,564,754 seedlings distributed, 53,448 trees under farmer-managed natural regeneration, 673 households transitioning to clean cooking solutions — are tracked as impact metrics and **not** counted as inventory offsets. See §7.2.

Performance levers (FY27). Fleet eco-driving and route planning; solar and UPS at critical sites; travel-by-exception policy; refrigerant leak detection and lower-GWP gases where feasible.

11.2 Water, Waste & Circularity (incl. plastic recycling outcomes)

FY26 operational data are reported by site in the table below (793 m³ of water across four sites; 1,000 kg of waste to landfill; 50 kg recycled). A waste-diversion rate is not yet reportable for FY26 and remains a pilot indicator (§14.2).

Policy & compliance anchors. Uganda’s National Environment (Waste Management) Regulations, 2020 set requirements for segregation, storage, documentation and plastic minimisation and recycling, including take-back and extended producer responsibility provisions. Our procedures align to these rules and require the use of licensed handlers and recyclers. The regulatory environment tightened further during FY26 (§2.5).

Our approach (operations).

- ✦ **Water:** meter and utility-bill tracking by site; leak checks; low-flow fixtures in new or renovated premises; site-specific water-safety plans where supply is intermittent.
- ✦ **Waste hierarchy:** avoid > reduce > reuse > recycle. We segregate paper and card, plastics, organics, e-waste and general waste; plastics go to vetted recyclers; e-waste to licensed handlers with certificates of destruction or refurbishment.

What we track & disclose (FY26).

Stream	KPI	FY26 status	Data source
Water	m³ consumed; water-saving actions implemented	Kampala-433, Arua-95, Gulu-119 and Fort portal -146	Utility bills; meter logs
Waste to landfill	kg/yr & kg/FTE	1,000	Hauler tickets; weigh estimates
Recycling (plastics/paper)	kg diverted & diversion rate (%)	50	Recycler receipts
E-waste	units & kg responsibly handled	FY27 data coverage will be strengthened through improved tracking of electronic equipment disposals and recycler documentation.	Licensed e-waste vendor
Hazardous	none/minimal; handled per regulation	0	Vendor manifests

Program circularity co-benefits. Where programmes create market demand for recycled materials or reduce biomass dependence, we document the results at §7.2 rather than here, as impact outcomes distinct from office operations. FY26 was a strong year on this measure: the Ecoplastile “Wastepays” model in Kyangwali recovered and traded over 50 tonnes of plastic waste through more than 100 registered waste agents, expanded to Kyaka II and established a regional PET collection hub in Fort Portal City; the Bug Hub converted over 2 tonnes of organic waste per week into black soldier fly protein and fertiliser; and household biodigesters converted organic waste into cooking gas and bio-slurry.

11.3 Climate Risk Assessment & Adaptation Roadmap

Hazards we consider. Uganda faces rising temperatures, erratic rainfall, and heightened flood, landslide and drought risk — especially during the September–December rains and El Niño phases. FY26 demonstrated both poles within a single year: the Mount Elgon floods and landslides of 17–19 August 2025, and drought-driven Crisis-level food insecurity across all nine Karamoja districts (§2.3).

Exposure & sensitivity for CARE Uganda.

- ✦ **Programmes:** settlement and host districts exposed to flash flooding, riverine flooding and dry-spell crop losses; climate shocks drive protection risks and food-price spikes. FY26 evidence bears this out — Restore Africa sequenced distribution around two planting seasons and recorded a nursery-to-season mismatch as a delivery risk, and CASCADE replaced conventional garden designs with keyhole gardens because irregular rainfall was interrupting production.
- ✦ **Operations:** office continuity depends on grid reliability, site access during extreme rain, and communications uptime.

A finding that should shape FY27 design. The Regreening outcome assessment in Yumbe found participation in **climate-relevant household decisions to be the lowest of the four decision domains measured** – 41.8 per cent for women and 34.6 per cent for persons with disabilities, against 87.1 per cent and 73.1 per cent respectively for agricultural production decisions. Women are recognised as producers well before they are recognised as decision-makers about climate risk. That gap is a programme design finding, not a reporting artefact.

Adaptation roadmap (FY27–FY29).

- 1. Programmes & communities** (mainstreamed through §7.2 Resilient Futures). Scale anticipatory action in flood-prone districts with trigger-based cash and alerts, and align to Government’s six-year anticipatory-action framework (§2.3); integrate DRR into settlement plans; expand evergreening, agroforestry and soil-water management with seedling survival monitoring; grow clean-energy options to reduce fuel pressure; continue carbon-readiness capacity for farmer groups, with no offsets claimed.
- 2. Operations (country office sites).** Site energy audits, solar and UPS for critical loads, generator right-sizing; trip consolidation, road-over-air where safe, stricter flight approval, eco-driving; stormwater management and heat-gain mitigation at facilities; climate triggers (rainfall alerts, flood bulletins) built into business continuity and field-access decisions.
- 3. Supply chain & partners.** Require vendors in high-impact categories to disclose basic environmental data as a step toward Scope 3 primary data; use the QuAMPlus partner

pathway to embed compliant environmental data capture and waste-compliance training (§8.3). This matters more each year as the share of delivery running through partners rises.

How we’ll report next year (IFRS S2/TCFD link).

- ✦ **Governance and risk process:** mapped at §10 and §5; we will add a short scenario narrative (wet-year versus dry-year) and quantify financial sensitivities where decision-useful.
- ✦ **Metrics and targets:** publish Scope 1–2 totals; Scope 3 (travel, waste, fuel- and energy-related activities) where robust; an intensity indicator (tCO₂e per FTE) for operations; and diversion rate, water per FTE and the percentage of sites with solar or UPS as adaptation metrics.

What’s already done vs. what’s next.

- ✦ **FY26 done:** methodology and controls maintained (Annex A); factor-set versions locked; programme co-benefits tracked (restoration, clean energy, waste recovery).
- ✦ **FY27 priorities:** re-baseline the inventory on measured FY26 or FY27 activity data; expand primary data for Scope 3 across top suppliers and partners; publish site-level electricity and water trends; set travel-reduction and waste-diversion targets with quarterly dashboards.

References used in this section: GHG Protocol Corporate Standard and guidance; DEFRA conversion factors and radiative forcing note; IPCC AR6 GWPs; the UNFCCC standardized baseline for the Uganda grid; the World Bank Climate Change Knowledge Portal for Uganda; and Uganda’s National Environment (Waste Management) Regulations, 2020.

12. SOCIAL IMPACT & PEOPLE (FY26)



CARE’s annual staff orientation equips and supports staff to deepen their understanding of CARE’s culture, values, behaviors, and ways of working, fostering a more connected, inclusive, and purpose-driven workforce

We centre dignity, safety, equity and learning across our programmes and our workplace. This chapter covers how CARE International in Uganda governs safeguarding and complaints handling; how gender, diversity and inclusion are embedded for staff and participants; and how we support staff well-being, learning and development – in a year when the workforce more than halved.

12.1 Safeguarding, PSEA, Ethics & Complaints Handling

Our standards and commitments. We align to the Core Humanitarian Standard, especially its commitments on people-centred, safe and accountable assistance, and to the IASC Minimum Operating Standards on PSEA (MOS-PSEA) for prevention, reporting, survivor-centred response and managerial accountability. These set expectations for staff conduct, risk assessment, safe feedback channels and timely referrals.

Policy suite (country level).

- ✦ **Safeguarding & PSEA Policy** (country addendum to CARE’s global policy), including code of conduct, conflict-of-interest and anti-harassment clauses;
- ✦ **Child & Vulnerable-Adult Protection** procedures;

- ✦ **Whistleblowing & Anti-Fraud policy;**
- ✦ **Data Protection & Privacy SOPs** aligned to Uganda’s Data Protection and Privacy Act, 2019, with the Personal Data Protection Office as regulator.

Operating model (how it works in practice).

- ✦ **Risk assessment & mitigation.** Every project conducts context-specific SEA and safeguarding risk analysis – cash assistance, youth programming, remote sites – with proportionate controls including partner vetting, venue layout, chaperone protocols and transport checks.
- ✦ **Reporting & complaints handling.** Multiple safe channels in local languages: hotline and SMS, suggestion boxes, community helpdesks and partner-run focal points. Cases are triaged within 24–72 hours, survivor needs come first, and do-no-harm principles guide decisions.
- ✦ **Case management & referrals.** Survivors choose whether and how to proceed; we prioritise confidentiality, informed consent and timely referral to medical, psychosocial, legal and protection services through pre-agreed district pathways.

- ✦ **Data privacy.** Identifiable case data are minimised, access-controlled and stored per the 2019 Act and CARE's retention schedules. In FY26 this was applied through coded identifiers rather than names in the GBV and child protection information management systems, password-protected databases restricted to trained personnel, and physical records held in lockable cabinets (§18.3).
- ✦ **Investigations & accountability.** Qualified investigators follow due process; sanctions range from coaching to termination and donor notification, consistent with policy and Ugandan law.
- ✦ **Partner assurance.** All sub-awards include safeguarding and PSEA clauses; partners receive training, adopt codes of conduct, nominate focal points and are supported to meet MOS-PSEA. With 49.4 per cent of expenditure now flowing through partners, this is where the majority of safeguarding risk sits.

FY26 performance.

Community-level capacity was strengthened directly rather than centrally. Forty GBV champions in Yumbe (20 women, 20 men, including two persons with disabilities) were trained over two days in September 2025 by Palm Corps, the International Rescue Committee and the Office of the Prime Minister on case handling, safe referrals, basic counselling, report writing and use of referral books, and were equipped with referral toolkits and monthly airtime. They documented and referred 71 cases in July–December 2025 and handled 83 in January–March 2026.

Under STEPS, community-based workers were transitioned into para-social worker roles at reception centres specifically to improve identification of GBV survivors among new arrivals.

12.2 Gender, Diversity & Inclusion (staff and program participants)

Our GDI stance. GDI is both an organisational culture priority and a programmatic principle. We aim to reflect the people we serve, and to remove barriers for women, youth, refugees and persons with disabilities in staffing, leadership pipelines and programme participation.

Workforce (staff) inclusion — policies and practices.

- ✦ Equal opportunity in recruitment and promotion; gender-balanced shortlists for most roles; reasonable accommodation for persons with disabilities; anti-discrimination compliant with the Employment Act, 2006.
- ✦ Flexible work and family-friendly practices — parental leave, lactation space where premises allow, supportive return-to-work arrangements.
- ✦ Annual pay-equity checks and transparent job grading.
- ✦ Leadership pipeline: targeted mentorship for women and under-represented groups in technical and managerial tracks.

Staff — FY26 outcome. At 30 June 2026 the organisation employed **49 staff, 63 per cent of them women, with women holding 68 per cent of leadership positions** — against 103 staff, 59 per cent women and 59 per cent women in management at the close of FY25. The workforce more than halved during the year, and both the overall gender balance and women's representation in leadership improved through that contraction rather than in spite of it. We report the two facts together deliberately: a more gender-balanced leadership is a real gain, and it was achieved in a year when we lost half our people. The FY26 median pay-equity ratio was 1.01, up from 0.89 in FY25. No staff member had disclosed a disability at year end.

Program inclusion — what this looks like in delivery. Gender-transformative design through VSLA and YSLA platforms and SRHR components; meaningful participation of women and adolescent girls in planning and feedback; and accessibility adaptations covering venues, materials and sign language where feasible. Safeguarding by design continues to shape delivery — child-safe spaces, lighting and transport for evening activities, caregiver consent procedures, and SEA risk mitigation in cash and livelihoods programming.

Program participation — FY26 outcome. Where FY26 projects measured inclusion, they exceeded design targets substantially. Under the Regreening programme in Yumbe, **women accounted for 87.1 per cent of participants against a 60 per cent target, and persons with disabilities for 73.1 per cent against a 10 per cent target.** Under Her Money Her Life, profiled VSLA membership was

84 per cent female. Under Restore Africa, 400 of the 14,745 farmers trained were persons with disabilities and 1,570 were youth. Of the 1,447 girls who graduated from the SHE SOARS curriculum, 186 were adolescents with disabilities and 298 were refugees.

Inclusion was also strengthened as infrastructure rather than participation: the validated Yumbe disability database now covers **699 persons with disabilities** (355 men, 344 women), establishing that physical impairments account for 51.9 per cent of reported disability, visual impairments 21.7 per cent, epilepsy 12.2 per cent and mental disabilities 11.1 per cent — data explicitly intended to guide inclusive planning and resource allocation. Twenty community members are being trained as sign-language interpreters, and 442 people including 201 persons with disabilities participated in the parish-level cascade of the Local Inclusion Agenda.

12.3 Staff Well-Being, Learning & Development

Why it matters. A healthy, capable team is essential for safe, high-quality programming. We draw on WHO guidelines on mental health at work, which recommend organisational measures covering workload, role clarity and autonomy, alongside manager and worker training and supportive return-to-work practices. In a year of involuntary separations, duty of care to departing and remaining staff was a first-order obligation, not a background one.

Well-being measures (FY26).

- ✦ **Psychosocial support:** confidential counselling and Employee Assistance access; Psychological First Aid training for field managers; critical-incident debrief procedures.
- ✦ **Workload & safety:** travel and rest rules, maximum driving hours, office health-and-safety checks, and overtime controls consistent with the Employment Act, 2006.
- ✦ **Flexible arrangements:** hybrid and remote options where job-appropriate; reasonable accommodation for disability or medical needs.
- ✦ **Voice:** periodic pulse surveys, anonymous suggestions, and joint action plans with the Senior Management Team.

Learning & development. Mandatory training covers safeguarding and PSEA, the code of conduct, CHS and AAP, data protection, and safety and security. Technical training covers gender-transformative programming, cash and voucher assistance, MEAL and data quality, climate and DRR, and partnership and localisation including QuAMPlus orientation. Manager training covers people leadership, feedback and coaching, bias-aware recruitment and supportive performance management. Career pathways include individual learning plans, secondments with partners, and certification support where budgeted.

FY26/27 People KPIs (tracked quarterly).

- ✦ **Well-being & safety:** utilisation of counselling; incident rates; average sick-leave days; driver hours within policy.
- ✦ **Learning:** percentage of staff completing mandatory refreshers; learning hours per FTE; internal mobility (percentage of roles filled internally).
- ✦ **Culture:** engagement index from pulse surveys; retention rate; proportion of exit interviews citing manageable workload and supportive management.

What we will improve in FY27.

- ✦ **Community-level complaints visibility:** standardise posters and on-air messaging in local languages at all sites; quarterly checks that women, youth and persons with disabilities know how to report.
- ✦ **Partner PSEA maturity:** expand MOS-PSEA capacity support; integrate case simulations into partner reviews; include data-protection-aligned handling clauses and training. This rises in priority as the partner share of delivery rises.
- ✦ **Staff mental-health supports:** roll out manager training modules from WHO guidance; improve workload monitoring and reasonable adjustments — particularly for the smaller team now carrying the portfolio.
- ✦ **GDI transparency:** publish annual pay-equity and leadership diversity snapshots; set two to three measurable improvement targets.

13. RESPONSIBLE SUPPLY CHAIN & LOCAL ECONOMIC PARTICIPATION

CARE International in Uganda (CARE Uganda) seeks to maximise positive local economic impact while ensuring our supply chain upholds human rights, environmental stewardship and integrity. Our approach blends global standards (UNGP, ILO core labour standards, ISO 20400) with Uganda's regulatory context (e.g., waste and plastics rules) and our localization agenda (partner- and market-led delivery).

CARE International in Uganda seeks to maximise positive local economic impact while ensuring our supply chain upholds human rights, environmental stewardship and integrity. Our approach blends global standards (UN Guiding Principles on Business and Human Rights, ILO core labour standards, ISO 20400) with Uganda's regulatory context and our localization agenda.

13.1 Our Supply Chain Standards & Due Diligence

What guides us.

- ✦ The UNGPs set the expectation that organisations prevent, address and remedy adverse impacts in their operations and value chains.
- ✦ ILO fundamental principles prohibit forced labour, child labour and discrimination and protect freedom of association; we embed these as minimum supplier requirements.
- ✦ ISO 20400 provides guidance on integrating sustainability into sourcing decisions.

How we apply them in Uganda.

- ✦ Supplier screening and contract clauses cover labour standards, anti-trafficking, anti-corruption, environment, data protection and grievance expectations.
- ✦ Risk-based due diligence applies to higher-risk categories.
- ✦ QuAMPlus status is recognised during partner prequalification to reduce duplicate assessments.
- ✦ Vendors are required to follow Uganda's National Environment (Waste Management) Regulations, 2020.

13.2 Local Economic Participation

Why it matters. Local sourcing shortens lead times, cuts transport emissions and keeps value in host and refugee economies. In FY26, **49 per cent of total expenditure moved through 58 Ugandan partner organisations.** 100 per cent of our procurements were done in Ugandan markets. Our circular-economy programming created new local market channels: guaranteed off-take for recovered plastic, insect protein and fertiliser sales from the Bug Hub, seedling sales from community nurseries, and a cooperative-run transport enterprise in Karamoja.

Priorities for FY27.

- ✦ **Local supplier share and vendor diversity:** track the percentage of addressable procurement placed with Uganda-registered suppliers, with sub-targets for WLOs/WROs, RLOs and SMEs.
- ✦ **Prompt payment:** maintain a median payment cycle under 21 days for compliant invoices. This matters more in a contraction year, not less: partner and supplier liquidity is now a delivery risk (see §8.2).
- ✦ **Market strengthening** continue vendor onboarding and compliance coaching in settlements and host districts.
- ✦ **Circularity in contracts:** require suppliers of catering, PPE and IT to propose reuse or refill options, and licensed e-waste handlers for all device disposals.



14. SUSTAINABILITY PERFORMANCE TABLES & TARGETS

(KPIs, FY26 outturn against the FY26 targets set in the FY25 report, and proposed FY27 targets)

14.1 Localization & Supply Chain KPIs

KPI	FY25 baseline	FY26 target	FY26 actual	FY27 target	Owner
% of programme spend via partners	41.4%	≥50%	49.4% (\$6.72m via 58 partners)	≥50%	Finance
Share of partner funds to WLOs/WROs	38%	≥40%	26%	≥40%, measured	Partnerships
% addressable procurement to Uganda-registered suppliers	99.6%	+10pp	100%	Maintain ≥99%	Supply Chain
Median supplier payment (days)	24	≤21	22	≤21	Finance
Vendors onboarded with plastics/waste compliance	Pilot	100% of relevant categories	Not available	100%	Supply Chain
Partners onboarded to QuAMPlus	Pilot	+20 orgs	22 enrolled, 20 verified, 0 certified	20 certified	Partnerships
Supplier code of conduct acceptance	Pilot	100% new awards	100%	100%	Supply Chain

14.2 Climate & Environmental KPIs (Operations)

KPI	FY25 baseline	FY26 target	FY26 actual	FY27 target	Owner
Scope 1 tCO ₂ e (fuel + refrigerants)	311.01	−8%	75.62	Re-baseline on FY26	Operations
Scope 2 tCO ₂ e (electricity)	5.49	−10%	2.86	Re-baseline on FY26	Operations
Air travel tCO ₂ e	0.003	−15%	3.61	Re-baseline on FY26	Operations
Waste diversion rate	Pilot	≥50%	Not available	≥50%	Operations
Water use per FTE (m ³ /FTE)	14.25	−10%	7.80	Re-baseline on FY26	Operations

Calculation methods align to GHG Protocol and ISO 20400 guidance for procurement impacts; travel uses DEFRA 2025 factors with radiative forcing uplift noted; electricity uses Uganda grid emissions factor per UNFCCC baseline

14.3 People, Safeguarding & Inclusion KPIs

KPI	FY25 baseline	FY26 target	FY26 actual	FY27 target	Owner
Safeguarding/PSEA training – staff & partners	100%	100% annually	100%	100%	Safeguarding
% projects with active AAP feedback loops	TBC	≥95%	Not available	≥95%, measured	MEAL
Gender balance in management (women %)	59%	+5pp	68% (+9pp) – target exceeded	Maintain ≥65%	HR
Pay equity (median gap)	0.89	<3%	1.01	<3%	HR
Staff completing data-protection training	100%	100%	100%	100%	IT / Compliance
Manager mental-health training coverage	Pilot	≥80%	Not available	≥80%	HR

14.4 Program Impact (selected portfolio indicators)

Indicator	FY25 baseline	FY26 target	FY26 position	Ref
People with improved livelihoods access	1,900,000	≥1.9m	1,143,327	§7.1
Farmers trained (women %)	60,000 (≥75% women)	≥65,000	14,745 under Restore Africa alone; portfolio total not available	§7.1–7.2
Seedlings distributed / hectares restored	813,000 / ~17,658 ha	900,000 / 20,000 ha	2,564,754 seedlings (113% of that project’s target); hectares not available	§7.2
Women & girls reached directly	251,810	≥275,000	900,052	§7.3
People assisted (humanitarian)	101,259	≥100,000	126,246	§7.4
Share of partner spend	41.4%	≥50%	49.4%	§8

14.5 How we will report and assure in FY27

- ✦ **Quarterly dashboards** covering emissions, travel, waste, water and supplier KPIs, with monthly AP tracking for payment timeliness.
- ✦ **Partner transparency:** publish the percentage of funds to partners and the WLO/WRO share in the main report and on the website.
- ✦ **Controls & assurance:** maintain Annex A methodologies and progress the planned limited external assurance of Scope 1–2 and EVG&D.
- ✦ **Interoperability:** maintain KPI alignment with GRI and IFRS S2 to support consistent definitions and traceability for donors.

PART D – GOVERNANCE, RISK & COMPLIANCE



15. GOVERNANCE & LEADERSHIP

15.1 Governance Structure & Oversight

CARE International in Uganda operates as a registered place of business for Cooperative for Assistance and Relief Everywhere, Inc. (CARE USA), with the Country Director holding a Power of Attorney to act for and on behalf of the entity. Governance therefore runs on two levels. Ultimate oversight sits with the CARE USA Board of Directors and its committees – including the committee responsible for audit and finance, which oversees external audit, internal audit and enterprise risk across all country offices – exercised through the Regional Director to whom the Country Director reports. Country-level governance is exercised by the Country Director and the Senior Management Team (SMT), which holds responsibility for strategy, risk, safeguarding and financial stewardship, supported by the standing forums described at §15.3.

How governance creates value. The SMT’s role in FY26 was to make the contraction deliberate: it set the FY27 budget of USD 10 million against committed and pipeline funding rather than ambition, chose to protect the sub-award share while cutting central costs, and approved the transition of technical roles into partner and government structures (§3.3). Those three decisions account for most of what this report describes as holding the line.

The Senior Management Team at 30 June 2026 comprised:

Apollo B. Gabazira	Country Director
Michael Tugyetwena, PhD, CPA	Director of Operations & Impact
Jane Kyokusiima Karemire	Program Partnership Lead
Esther Nampijja Regina	Head of Human Resources & Administration
Dorothy Rutazaana	Head of Grants and Compliance
Aramanzan Madanda, PhD	Senior Technical Advisor – Team Leader, Women & Girls’ Program

The composition changed during FY26 against the FY25 roster, consistent with the portfolio transition described at §2.8. Profiles of the members follow.



Apollo B. Gabazira

Country Director

Accountable for CARE Uganda's strategy, legal representation under the Power of Attorney, donor and government relationships, and the integrity of this report. Brings 28 years of senior leadership experience in humanitarian and development programming across the region, of which 20 years have been with CARE. Country Director since December 2019; previously Chief Executive Officer of Aga Khan Education Service (East Africa, then Kenya), Country Director of CARE Rwanda, Assistant and Acting Country Director of CARE Tanzania, Country Director of Build Africa Uganda, and Assistant Country Director of CARE Uganda. Holds an MBA in International Management (Royal Holloway, University of London), a BSc in International Business (Hanze University of Applied Sciences, Groningen) and a BA in Education (Makerere University).

Michael Tugyetwena, PhD, CPA

Director of Operations & Impact

Accountable for finance, grants and compliance, procurement and logistics, IT and security, risk, and the Data, Evidence and Research function, including impact measurement. Deputises for the Country Director. Brings 26 years of experience in accounting, finance, audit and operations, including 7 years with CARE, which he joined in September 2019. Previously Senior Global Accounting Support Officer at SNV's head office in The Hague, and Operations Director and Country Controller for SNV in Uganda, before which he held finance management roles at Pride Microfinance Limited (MDI). Holds a PhD, an MSc in Finance and Accounting and a BCom (Makerere University), and is a Certified Public Accountant (ICPAU).



Jane Kyokusiima Karemire

Program Partnership Lead



Accountable for the partnership portfolio, locally led development, partner capacity strengthening and QuAMPlus. Brings 22 years of experience in resource mobilisation and partnership management across East and Southern Africa, including 4 years with CARE, which she joined in February 2022. Previously Head of Strategy, Fundraising and Partnership Management at BRAC International in Uganda, Institutional Partnership Development Manager at SOS Children's Villages International, and Regional Institutional Partnerships Coordinator at World Vision Uganda. Holds an MA in Development Studies with Distinction (Uganda Martyrs University), a Postgraduate Diploma in Project Planning and Management (Uganda Management Institute) and a BA in Social Work and Social Administration (Makerere University).

Esther Nampijja Regina

Head of Human Resources & Administration



Accountable for people management, duty of care, staff wellbeing, performance management and administration; led the FY26 workforce transition. Brings 24 years of experience in human resources and organisational development, including 14 years with CARE, which she joined in May 2012. Previously Human Resource Manager for Médecins Sans Frontières (France) in Uganda and Acting Principal Personnel Officer at Mbale District Local Government. Holds an MBA in Management and Human Resources with Distinction (Uganda Martyrs University), a Postgraduate Diploma in Human Resource Management (Uganda Management Institute), a Certificate in Administrative Law (Law Development Centre) and a BA in Social Sciences (Makerere University).

Dorothy Rutazaana

Head of Grants and Compliance

Accountable for award management, donor compliance, sub-award due diligence and partner financial monitoring. Brings 15 years of experience in award management, finance and audit across institutional donors, including close to 6 years with CARE, which she joined in November 2020. Previously Head of Grants and Grants Analyst at Save the Children in Uganda, overseeing ECHO, DEVCO, NORAD, UNICEF and UNHCR awards, and Audit Senior at Ernst & Young. A member of the ACCA with an MBA in Accounting and Finance (Heriot-Watt University, Edinburgh Business School), a BSc in Telecommunication Engineering (Makerere University) and PMD Pro Level I certification.



Aramanzan Madanda, PhD

Senior Technical Advisor and Team Leader, Women & Girls' Program



Accountable for the Women & Girls pillar, gender-transformative programming and social-norms approaches (SAA, EMB, Household Dialogues). Brings 32 years of experience in gender research, policy influencing and programme design across more than 20 countries, including 8 years with CARE, which he joined in April 2018. Previously Gender Technical Advisor to the Government of Namibia (UNDP / UN Women), Lecturer at the Makerere University School of Women and Gender Studies for twelve years, and Programme and Research Officer at the Forum for Women in Democracy, where he pioneered gender-responsive budgeting in Uganda. Holds a PhD in Gender Studies (Makerere University with the University of Gothenburg), an MA in Women Studies and a BA with Education.

Diversity of skills and experience. The matrix below summarises the competencies represented on the SMT. Four of the three members (50 per cent) are women.

Competency	Gabazira	Tugyetwena	Karemire	Nampijja	Rutazaana	Madanda
Strategy and organisational leadership	★	★	★			
Finance, audit and assurance	★	★			★	
Humanitarian and development programming	★		★			★
Gender equality and social norms			★	★		★
Partnerships and locally led development	★	★	★		★	★
Grants, donor compliance and risk	★	★	★		★	
People, culture and duty of care	★	★		★		
Data, evidence and impact measurement		★				★
Digital systems and information security	★	★			★	
Government and policy engagement	★	★	★			★

15.2 Decision-Making, Delegations & Governance in a Contraction Year

The SMT serves as the primary decision-making body, ensuring strategic priorities remain aligned with organisational goals. Delegation of authority is guided by CARE Uganda policies, which define roles, responsibilities and approval levels. The SMT also oversees the internal control environment, ensuring financial, operational and programme decisions comply with applicable standards, donor requirements and internal policies. This strengthens transparency, efficiency and accountability across the Country Office.

Appointment of senior executives. SMT members are appointed through CARE’s competitive recruitment process: open advertisement, gender-balanced shortlists, competency-based interview panels that include a CARE USA regional representative for the Country Director and the roles reporting directly to that post, reference checks, and pre-employment safeguarding checks under the Inter-Agency Misconduct Disclosure Scheme. Appointments to the SMT are approved by the Country Director; the Country Director’s own appointment is made by CARE USA.

Governance training. All SMT members completed CARE’s mandatory FY26 refreshers on safeguarding and PSEA, the code of conduct, anti-fraud, data protection and security (§14.3). Governance-specific development in FY26 was directed principally at partner boards – 18 board members and senior leaders of the seven STEPS partners completed corporate governance training with the Balunywa Leadership Academy, and nine women-led organisations received four days of governance training under GEAR (§8.3).

15.3 Governance Forums, Meetings & Attendance

The forums through which the SMT exercises oversight, their terms of reference and their cadence are summarised below. Meeting counts and attendance for FY26 are to be inserted from the minutes before publication.

Forum	Chair	Terms of reference (summary)	Cadence	FY26 meetings held (attendance)
Senior Management Team	Country Director	Strategy; budget and financial performance; risk register; safeguarding and fraud cases; policy approval; partnership decisions	Every 8 weeks	6
Finance and budget review	Director of Operations & Impact	Monthly review of expenditure against Board-approved and donor-approved budgets; cash forecasting; staff cost coverage	Monthly	7

Forum	Chair	Terms of reference (summary)	Cadence	FY26 meetings held (attendance)
Grants, compliance and partnership review	Head of Grants and Compliance	Award pipeline and close-out; sub-award approval and due diligence; partner utilisation and liquidity; donor reporting calendar	As required	15
Procurement committee	Rotating, per threshold	Evaluation and award of procurements above delegated thresholds; supplier due diligence	As required	10
Safeguarding and ethics review	Country Director (with Safeguarding Focal Point)	Case review; survivor support; investigations; whistleblower follow-up; donor notification	Per incident	0
Security management team	Country Director	Security risk assessment; field-access decisions; incident response (elections; Yumbe unrest)	Monthly and on incident	3
All-staff town hall	Country Director	Strategy and transition communication; staff voice	Every 8 weeks	12

From November 2025–June 2026, the organisation underwent a deliberate governance and change management transition in response to sector-wide funding disruptions. While formal in-person SMT meetings were suspended, governance continued virtually through Microsoft Teams, with key decisions documented and endorsed, including the transition to fixed-term contracts and field office restructuring.

15.4 Audit & Assurance Oversight

As a country office of CARE USA, CARE Uganda does not constitute a separate audit committee. Audit oversight is exercised through three layers. **First**, the CARE USA Board committee responsible for audit and finance oversees the external audit of CARE USA's consolidated financial statements, the CARE USA Internal Audit function, and enterprise risk management across all country offices; Internal Audit selects country offices for review on a risk basis and its findings and management actions are tracked to closure. **Second**, the statutory external audit of CARE Uganda's financial statements is conducted by Ernst & Young under terms of reference approved by management for FY2025/26, and the auditor reports to management and to CARE USA (§20). **Third**, at country level the SMT reviews the audit findings register, donor audit outcomes and fraud investigations quarterly, with the Director of Operations & Impact accountable for follow-up (§17.2). Management will table, in FY27, a proposal to constitute a Country Office Audit and Risk Advisory Committee with independent membership and written terms of reference, to strengthen this structure as the partner share of delivery rises.

15.5 Performance Evaluation & Remuneration

Performance evaluation. All staff, including SMT members, are appraised annually under CARE's performance management cycle: objectives are set at the start of the financial year against the country strategy and annual plan, reviewed at mid-year, and assessed at year-end against delivery of objectives and demonstration of CARE's values and leadership competencies, including safeguarding and accountability behaviours. SMT members are appraised by the Country Director; the Country Director is appraised by the CARE USA Regional Director. Ratings inform learning plans, contract

renewal and any salary adjustment; there is no performance-linked bonus scheme beyond the modest year-end bonus applied under national staff policy (Note 5(a)).

Remuneration policy. National staff are remunerated on a graded salary structure benchmarked periodically against the Ugandan INGO market, with pay equity reviewed annually (FY26 median ratio 1.01, §12.2); international staff are remunerated under CARE USA's international assignment policy. Remuneration comprises salary, statutory contributions, health and life insurance, and contractual thirteenth-month and year-end payments; terms are set by policy rather than negotiated individually. Aggregate compensation of the six key management personnel for FY26 was **USD 694,637** (2025: USD 771,524), of this **USD 36,741** relates to severance payment of the SMT member that exited during the year. There are no loans or other transactions with key management personnel or their close family members (Note 15).

15.6 Succession & Leadership Continuity

The workforce reduction of FY26 made leadership continuity a live risk rather than a planning exercise (§16.2). Continuity rests on three arrangements: written deputising lines for every SMT role, with the Director of Operations & Impact deputising for the Country Director; acting appointments approved by CARE USA when a post falls vacant; and an annual talent review at which the SMT identifies internal successors and development needs for each critical role. Institutional memory is protected through documented delegations, the Data for Impact platform (§3.3) and the QuAMPlus record of partner due diligence, so that knowledge held by departing staff is retained in systems.

16. RISK MANAGEMENT

16.1 Risk Culture & Framework

CARE Uganda continues to foster a strong organisational risk culture while intentionally building risk awareness and management capacity among partners. With the rollout of the locally led agenda, the organisation has re-packaged its service delivery model to align with a reality in which more funding, voice and decision-making power are entrusted to partners. Strengthening this culture is not merely desirable but a strategic imperative if delivery is to remain sustainable, accountable and high-quality.

The pressures the sector anticipated in FY25 materialised in FY26. Reduced services, workforce downsizing and, in some cases, the closure of organisations were features of the year across the INGO sector globally (§2.8), and CARE Uganda experienced two of the three directly. In response the organisation has deepened its commitment to proactive, integrated risk management, aligning mitigation with core strategic objectives in order to safeguard operational continuity, enhance partner capacity and protect service quality in an increasingly complex and resource-constrained environment.

We align our approach with ISO 31000 and COSO ERM concepts, the Core Humanitarian Standard and IASC Accountability to Affected People commitments. Risk appetite is set out at §5.2; the top FY26 risks and responses at §5.3.

16.2 Top FY26 Risks

Financial risks. Loss of donor funding, most notably through stop-work orders and shifts in donor priorities. Grant revenue fell 27 per cent in FY26. As CARE advances localisation, the transfer of greater funding, authority and influence to partners increases exposure — particularly to fraud — given that accountability remains with CARE.

Safety & security risks. The political tensions anticipated in last year's report ahead of the January 2026 elections materialised; the poll took place under a government-imposed internet shutdown, with violence and intimidation reported (§2.4). Localised communal unrest in Yumbe District interrupted field operations during the year. Conflict and pressure within refugee settlements continued, driven by an influx of new arrivals against declining humanitarian funding, which has rendered facilities inadequate.

Human resource risks. Gaps in both soft and technical skills as service delivery models evolve, requiring new competencies to remain effective. This risk intensified materially in FY26: the workforce more than halved, and a reduction of that scale carries a real threat to institutional memory and technical depth (§12.2, §12.3). Partners face additional capacity demands as they assume expanded responsibilities under localisation.

Environmental risks. The effects of climate change, including prolonged drought and excessive rainfall, disrupted project implementation in several operational areas during FY26 — the Mount Elgon floods and landslides of August 2025 and Crisis-level food insecurity across Karamoja being the clearest instances (§2.3).

As a country office of CARE USA, CARE Uganda does not constitute a separate audit committee. Audit oversight is exercised through three layers.

17. COMPLIANCE & ACCOUNTABILITY

17.1 Legal/Regulatory Compliance

CARE International in Uganda is registered with the relevant regulatory bodies with updated certifications.

The Organisation is registered under the Companies Act, Cap. 106 Laws of Uganda as a place of business of Cooperative for Assistance and Relief Everywhere, Inc., and is duly registered with the National Bureau for Non-Governmental Organisations under the NGO Act, 2016 as an International NGO, File No. MIA/NB/1992/02/3321.

We file annual returns with audited accounts as required, and maintain compliance with the Data Protection and Privacy Act, 2019, AML/CFT obligations, beneficial-ownership requirements and tax digitisation requirements (§2.5).

17.2 Anti-Fraud & Corruption; Investigations

CARE Uganda operates a Whistleblowing and Anti-Fraud Policy with confidential reporting channels

for staff, partners, suppliers and community members. In FY26, seven cases were reported, all linked to partner organisations. Of these, two were substantiated, one was not substantiated, and four remained under investigation at year end. Follow-up and corrective measures — including recovery, partner remediation and donor notification where required — are taken in line with applicable policies and donor agreements (see also Note 17 to the financial statements).

17.3 Data Privacy & Information Security

CARE Uganda safeguards **staff, partner and programme data** through secure systems, controlled access and regular backups. In FY26, data protection remained a key compliance priority, supported by ongoing monitoring and adherence to **CARE International standards and applicable national requirements**. These measures help mitigate risks of data breaches, cyber threats and unauthorised disclosure.

18. ASSURANCE AND RESPONSIBILITY STATEMENT

Scope of this report. This Report of Management covers CARE International in Uganda's operations for the year ended 30 June 2026, together with the activities of implementing partners funded through sub-awards where stated. It comprises the organisational overview and strategy (Part A), FY26 performance and impact (Part B), sustainability disclosures prepared with reference to GRI 2021, the Integrated Reporting Framework and IFRS S2 (Part C), and governance, risk and compliance (Part D).

Financial statements. The financial statements for the year ended 30 June 2026 have been prepared in accordance with International Public Sector Accounting Standards on the accrual basis and the requirements of the Companies Act, Cap 106 Laws of Uganda. The financial statements have been audited by Ernst and Young , who have issued an unqualified opinion thereon. The audited financial statements were approved on 30th September 2026 and the auditor's report is set out on pages 79 to 108. Financial figures presented in this narrative are extracted from the financial statements audited.

The financial statements for the year ended 30 June 2026 have been prepared in accordance with International Public Sector Accounting Standards on the accrual basis and the requirements of the Companies Act, Cap 106 Laws of Uganda.

Going concern. Management has assessed CARE International in Uganda's ability to continue as a going concern for at least twelve months from the date of approval of the financial statements, taking account of the financial position at 30 June 2026, positive operating cash flow generated during FY26, the level of net assets, and a review of the Board-approved FY27 budget of USD 10 million against committed and pipeline funding. Management concluded that no material uncertainty exists that casts significant doubt on the organisation's ability to continue as a going concern, and the financial statements have been prepared on a going concern basis. Management notes that working capital, while positive, is not heavily buffered, and continues to monitor grant award timing and disbursement schedules closely.

Accounting disclosures. The accounting and disclosure matters raised during the audit have been finalised and are reflected in the audited financial statements and the notes thereto. These comprised the useful lives and depreciation rates applied to each class of property, plant and equipment; the classification of revenue streams between exchange and non-exchange transactions; the presentation of the private restricted fund adjustment recognised in FY26; the treatment of the office lease under IPSAS 43; and the presentation of net foreign exchange differences. The accounting policies adopted in respect of each are set out in the notes to the financial statements.

Sustainability information. The sustainability disclosures in Part C are prepared with reference to the frameworks named at §10.1. Boundaries, estimation methods and known data limitations are disclosed at §10.2 and flagged inline throughout. No external assurance has been obtained over the sustainability information presented in this report.

Programme information. Programme results in Part B are drawn from project narrative reports submitted by implementing teams and partners during FY26. As disclosed at §7 and §10.2, these reports operate on donor reporting calendars rather than CARE’s fiscal year, and several report life-of-project cumulative achievement. Results are therefore attributed to their source project and stated reporting period. Quotations and stories are reproduced verbatim from project reports; before publication, the relevant partner is confirming that informed consent for use in CARE’s annual report is on file for every named individual, in line with the consent gate described at §4.2. Management considers the results presented to be a fair reflection of FY26 performance within these stated limitations.

Responsibility. Management accepts responsibility for the preparation and integrity of this report, for compliance with Ugandan laws and regulations applicable to international NGOs, and for the policies and standards adopted by CARE International. Management is responsible for the internal controls necessary to enable preparation of information that is free from material misstatement.

Approved on behalf of management:



Apollo B. Gabazira
Country Director, CARE International in Uganda

Date: 30 September 2026



CPA Daphen Amany
Senior Finance Manager, CARE International in Uganda

Date: 30 September 2026

PART E – FINANCIAL STATEMENTS



Financial statements for the year ended 30 June 2026, prepared in accordance with International Public Sector Accounting Standards (accrual basis).

Contents of the financial statements	Reference
Statement of management’s responsibilities	19
Independent auditor’s report	20
Financial statements:	
Statement of financial performance	21
Statement of financial position	22
Statement of changes in net assets/equity	23
Statement of cash flows	24
Statement of comparison of budget and actual amounts	25
Notes to the financial statements	26

19. STATEMENT OF MANAGEMENT’S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

(All amounts in United States Dollars unless otherwise stated)

Management of Care International in Uganda (“Management”) is responsible for the preparation and fair presentation of the Care International in Uganda financial statements which are set out on Pages 83 to 108, comprising the statement of financial position as at 30 June 2026, the statement of financial performance, cash flows and changes in net assets for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, which have been prepared in accordance with International Public Sector Accounting Standards (“IPSAS”).

Management is also responsible for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management.

Management has assessed the Organisation’s ability to continue as going concern and has no reason to believe that the Organisation will not be a going concern for at least the next twelve months from the date of this statement.

The auditor is responsible for reporting on whether the financial statements give a true and fair view in accordance with IPSAS.

Preparation of the financial statements

The accountant who prepared these financial statements is CPA Daphen Amany – FM3605.

CPA Daphen Amany

Senior Finance Manager, CARE International in Uganda

Apollo B. Gabazira

Country Director, CARE International in Uganda

Date: **30 September 2026**

CPA Daphen Amany

Senior Finance Manager, CARE International in Uganda

Date: **30 September 2026**



Ernst & Young
Certified Public Accountants
Ernst & Young House
Plot 18, Clement Hill Road
Shimoni Office Village,
P.O. Box 7215
Kampala, Uganda

The firm is licensed and regulated by ICPAU; NO: AF 0010
Tel: +256 414 343520/4
Fax: +256 414 251736
Email: info.uganda@ug.ey.com
www.ey.com

20. INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF CARE INTERNATIONAL IN UGANDA

(All amounts in United States Dollars unless otherwise stated)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Care International in Uganda (the “Organisation”), set out on Pages 83 to 108, which comprise the statement of financial position as at 30 June 2026, and the statement of financial performance, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Care International in Uganda as at 30 June 2026, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (“IPSAS”) and the requirements of the Companies Act, Cap 106 Laws of Uganda.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Organisation in accordance with the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) and other independence requirements applicable to performing audits of financial statements of the Organisation and in Uganda. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits of the Organisation and in Uganda. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Other information included in the Organisation's 2026 Annual Report

The Organisation's management is responsible for the other information. The other information comprises the information included on pages 01 to 75 of the document titled "Care International in Uganda Annual Report and Audited Financial Statements for the year ended 30 June 2026", which includes the Organisation Information, Organisation Overview and Strategy, FY 26 Performance and Impact, Sustainability (GRI/Integrated Reporting/IFRS S2-Ready), and Governance, Risk and Compliance. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the financial statements

Management is responsible for the preparation and presentation of the financial statements in accordance with International Public Sector Accounting Standards and the requirements of the Companies Act, Cap 106 Laws of Uganda, and for such internal control as Management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ✦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ✦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation's internal control.



- ✦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- ✦ Conclude on the appropriateness of the Management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.
- ✦ Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

As required by the Companies Act, Cap. 106, Laws of Uganda we report to you, based on our audit that:

- ✦ we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit;
- ✦ in our opinion proper books of account have been kept by the Company, so far as appears from our examination of those books; and
- ✦ the Company's statement of financial position and statement of financial performance are in agreement with the books of account.

The Engagement Partner on the audit resulting in this independent auditor's report is CPA Julius Rwajekare – P0307.

Ernst & Young

Ernst & Young
Certified Public Accountants of Uganda
Kampala, Uganda

Julius Rwajekare

CPA Julius Rwajekare
Partner

30 September 2026

21. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)

	Note	2026	2025
Revenue			
<i>Revenue from non-exchange transactions</i>			
Grants and donations	4(a)	12,489,309	17,022,654
<i>Revenue from exchange transactions and other income</i>			
Private restricted fund adjustment	4(b)	1,288,613	–
Other operating income	4(b)	56,518	99,051
Total revenue		13,834,440	17,121,705
Expenses			
Employee costs	5(a)	3,345,110	3,747,325
Equipment costs	5(b)	64,570	102,983
Direct activity expenses	5(c)	1,882,738	2,882,033
Travel and transportation	5(d)	524,614	1,049,809
Partnership and sub-award expenses	5(e)	6,723,195	6,868,443
Other operating costs	5(f)	1,070,326	1,929,316
Total expenses		13,610,553	16,579,909
Surplus for the year	13	223,887	541,796

The surplus for the year is wholly attributable to the accumulated surplus of the Organisation. There were no items of other comprehensive revenue or expense in either year. The notes on the following pages form an integral part of these financial statements.



Apollo B. Gabazira
Country Director, CARE International in Uganda

Date: 30 September 2026



CPA Daphen Amany
Senior Finance Manager, CARE International in Uganda

Date: 30 September 2026

22. STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)

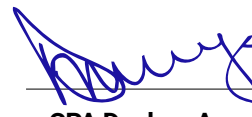
	Note	2026	2025
ASSETS			
<i>Non-current assets</i>			
Property, plant and equipment	6	462,664	507,628
Total non-current assets		462,664	507,628
<i>Current assets</i>			
Other receivables and prepayments	10	1,297,643	1,782,177
Inter-country receivables	9	1,435,865	688,334
Grants and contracts receivable	8	157,133	340,132
Cash and cash equivalents	7	795,897	195,941
Total current assets		3,686,538	3,006,584
TOTAL ASSETS		4,149,202	3,514,212
LIABILITIES			
<i>Current liabilities</i>			
Grants and contracts payable (deferred grant revenue)	11	2,794,051	2,127,920
Other payables and accruals	12	665,350	920,378
Total current liabilities		3,459,401	3,048,298
<i>Non-current liabilities</i>			
		–	–
TOTAL LIABILITIES		3,459,401	3,048,298
NET ASSETS		689,801	465,914
NET ASSETS/EQUITY			
Accumulated surplus	13	689,801	465,914
TOTAL NET ASSETS/EQUITY		689,801	465,914

These financial statements were approved and authorised for issue by management on 30 September 2026 and were signed on its behalf by:



Apollo B. Gabazira
Country Director, CARE International in Uganda

Date: 30 September 2026



CPA Daphen Amany
Senior Finance Manager, CARE International in Uganda

Date: 30 September 2026

23. STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)

	Note	Accumulated surplus	Total net assets/ equity
Balance at 1 July 2024		(75,882)	(75,882)
Surplus for the year ended 30 June 2025		541,796	541,796
Balance at 30 June 2025	13	465,914	465,914
Balance at 1 July 2025		465,914	465,914
Surplus for the year ended 30 June 2026		223,887	223,887
Balance at 30 June 2026	13	689,801	689,801

The Organisation has a single component of net assets/equity, being the accumulated surplus. No transfers to or from reserves, distributions or contributions from owners were made in either year.

24. STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)

	Note	2026	2025
Cash flows from operating activities			
Surplus for the year		223,887	541,796
Adjustments for non-cash items:			
Depreciation of property, plant and equipment	6	44,964	195,530
Loss on write-off of property, plant and equipment	6	–	3,970
Operating surplus before working capital changes		268,851	741,296
Changes in working capital:			
Decrease in grants and contracts receivable	8	182,999	1,438,695
(Increase) in inter-country receivables	9	(747,531)	(66,125)
Decrease/(increase) in other receivables and prepayments	10	484,534	(511,800)
Increase/(decrease) in grants and contracts payable	11	666,131	(2,425,730)
(Decrease)/increase in other payables and accruals	12	(255,028)	38,885
Net cash from/(used in) operating activities		599,956	(784,780)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	–	(5,691)
Net cash used in investing activities		–	(5,691)
Cash flows from financing activities			
Net cash from financing activities		–	–
Net increase/(decrease) in cash and cash equivalents		599,956	(790,471)
Cash and cash equivalents at 1 July	7	195,941	986,412
Cash and cash equivalents at 30 June	7	795,897	195,941

The statement of cash flows is prepared using the indirect method (IPSAS 2). No interest was paid or received and no income taxes were paid in either year. The Organisation had no non-cash investing or financing transactions.

25. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)						
Programme	Fund code / donor attribute	Original budget (Board approved)	Final budget (Donor approved)	Actual on comparable basis	Variance: final budget vs actual	Variance: original budget vs actual
Sub-total – Humanitarian and Nexus	CLCARE_NORGE	1,178,872	1,403,909	1,412,813	(8,904)	(233,941)
	NON_USG_SUB	–	37,302	47,372	(10,070)	(47,372)
	US_PRIV_POOL_EMRGNCY	62,998	70,133	43,426	26,707	19,572
	US_PRIVATE	1,000,000	717,375	777,567	(60,192)	222,433
Sub-total – Humanitarian and Nexus		2,241,870	2,228,719	2,281,178	(52,459)	(39,308)
Sub-total – Livelihoods	CLCARE_NEDERLAND	2,446,653	2,807,825	3,057,324	(249,499)	(610,671)
	HOST_GOV	493,995	388,137	365,656	22,481	128,339
	OTHER_DONORS	250,000	–	–	–	250,000
	US_PRIVATE	2,602,923	1,464,900	1,544,230	(79,330)	1,038,693
Sub-total – Livelihoods		5,793,571	4,660,862	4,967,210	(306,348)	826,361
Sub-total – Resilient Futures	US_GPF	181,000	–	187,266	(187,266)	(6,266)
	US_PRIV_POOL_OTHER	–	55,000	51,167	3,833	(51,167)
	US_UNR	150,000	395,135	394,846	289	(244,845)
		331,000	450,135	633,279	(183,144)	(302,278)
Sub-total – Resilient Futures	CLCARE_DENMARK	618,991	700,452	799,083	(98,632)	(180,092)
	CLCARE_NEDERLAND	134,379	305,015	338,972	(33,957)	(204,593)
	NON_USG_SUB	1,620,073	1,029,398	992,532	36,865	627,541
	OTHER_DONORS	132,619	163,547	164,488	(940)	(31,869)
Sub-total – Resilient Futures		2,676,062	2,198,412	2,295,075	(96,664)	380,987
Sub-total – Women and Girls TOTAL	CLCARE_CANADA	1,186,923	1,436,872	1,336,070	100,802	(149,147)
	CLCARE_OSTERREICH	497,369	734,343	725,687	8,655	(228,319)
	UN_ALL	2,054,788	989,516	954,766	34,750	1,100,022
	US_PRIVATE	38,846	48,773	40,400	8,373	(1,554)
Sub-total – Women and Girls TOTAL		3,777,926	3,209,504	3,056,924	152,580	721,002
PROGRAMME EXPENDITURE		14,820,429	12,747,632	13,233,665	(486,035)	1,586,764

Budget and actual amounts are presented on the same accrual basis and for the same period as the financial statements. The original budget is the Board-approved budget (BAB) for FY26; the final budget is the donor-approved budget (DAB) after in-year amendments. Variances in brackets denote actual expenditure in excess of budget. A reconciliation of the actual amounts above to total expenses in the statement of financial performance, and explanations of material variances, are given in Note 14.

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026

(All amounts in United States Dollars unless otherwise stated)

1. Reporting entity

CARE International in Uganda (“CARE Uganda” or “the Organisation”) is the Uganda country office of Cooperative for Assistance and Relief Everywhere, Inc. (“CARE USA”), a not-for-profit corporation incorporated in the United States of America and a member of the CARE International confederation. The Organisation was registered in Uganda on 21 February 2006 under the Companies Act, Cap. 106 Laws of Uganda, as a place of business of CARE USA, and is registered with the National Bureau for Non-Governmental Organisations under the Non-Governmental Organisations Act, 2016 as an international NGO (File No. MIA/NB/1992/02/3321). Its registered office is 5th Floor, Union House, Plot 78 Luthuli Avenue, Bugolobi, P.O. Box 7280, Kampala, Uganda.

The principal activity of the Organisation is the delivery of humanitarian and development programmes in Uganda, funded principally by grants and donations from CARE International members, institutional donors, multilateral agencies and private foundations. The Organisation has no share capital and no owners; its net assets are held for the furtherance of its charitable objects.

2. Basis of preparation

(a) Statement of compliance

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Public Sector Accounting Standards Board, on the accrual basis of accounting, and in the manner required by the Companies Act, Cap. 106 Laws of Uganda and the Non-Governmental Organisations Act, 2016. They comprise the statement of financial position, the statement of financial performance, the statement of changes in net assets/equity, the statement of cash flows, the statement of comparison of budget and actual amounts, and the accompanying notes, as required by IPSAS 1 Presentation of Financial Statements.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis, except where otherwise stated in the accounting policies below.

(c) Functional and presentation currency

The functional currency of the Organisation is the United States Dollar (US\$), being the currency of the primary economic environment in which it operates: the substantial majority of grant agreements, inter-country funding and reporting to CARE USA are denominated in US\$. The financial statements are presented in US\$, the presentation currency.

(d) Rounding

Amounts are rounded to the nearest US\$. Because individual line items are rounded independently, the sum of rounded components may differ from the rounded total by US\$1. Each note total agrees to the related line on the face of the financial statements; the US\$1 difference between the accumulated surplus per the statement of financial position and the arithmetical roll-forward of the surplus for the year is presented in the statement of changes in net assets/equity.

(e) Going concern

Management has assessed the Organisation’s ability to continue as a going concern for at least twelve months from the date of approval of these financial statements, taking account of the net assets and working capital position at 30 June 2026, the positive operating cash flow generated during the year, and the Board-approved FY27 budget of US\$10 million against committed and pipeline funding. Management has concluded that no material uncertainty exists that casts significant doubt on the Organisation’s ability to continue as a going concern, and the financial statements have been prepared on that basis. Grant award timing and disbursement schedules continue to be monitored closely given the modest working capital buffer (Note 16).

(f) Use of judgements and estimates

The preparation of financial statements in conformity with IPSAS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts. The principal areas involving judgement or estimation are: the point at which conditions attached to grants are satisfied and revenue is recognised (Note 3(a)); the recoverability of receivables and sub-grantee advances (Notes 8 and 10); the useful lives of property, plant and equipment (Note 3(d)); and accruals for employee benefits (Note 12). Estimates are reviewed on an ongoing basis and revisions are recognised prospectively.

(g) Comparative information

Comparative figures are for the year ended 30 June 2025. Where necessary, comparatives have been regrouped to conform to the current year’s presentation; no restatement of previously reported totals has been made.

3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented.

(a) Revenue from non-exchange transactions (IPSAS 23)

Grants and donations are non-exchange transactions. An inflow of resources is recognised as an asset when it is probable that the future economic benefits or service potential will flow to the Organisation and the fair value can be measured reliably. Where a grant agreement imposes conditions – stipulations that require the Organisation to use the resources as specified or return them to the transferor – a liability (grants and contracts payable, Note 11) is recognised on initial recognition of the asset and revenue is recognised as the conditions are satisfied, which for CARE Uganda is generally as eligible programme expenditure is incurred. Grants with restrictions but no conditions, and unrestricted donations, are recognised as revenue when the Organisation gains control of the resources. Amounts spent on eligible activities in advance of donor disbursement are recognised as grants and contracts receivable (Note 8). Support from the lead member (CARE USA) is recognised when receivable.

(b) Revenue from exchange transactions (IPSAS 9)

Performance-contract revenue arises where the Organisation delivers services of approximately equal value to a counterparty (for example, contracted delivery for a government programme). It is recognised by reference to the stage of completion of the service at the reporting date. Other operating income comprises miscellaneous recoveries and disposals proceeds, recognised when the right to receive them is established.

(c) Expenses, sub-awards and partner advances

Expenses are recognised on the accrual basis in the period in which they are incurred, and are presented on the face of the statement of financial performance classified by nature (IPSAS 1.109). Partnership and sub-award expenses are recognised when the implementing partner has incurred eligible expenditure under the sub-award agreement, as evidenced by accepted financial reports. Advances disbursed to partners in excess of reported eligible expenditure are carried as sub-grantee advances within other receivables (Note 10) until liquidated. The indirect cost recovery (ICR) charge is the contribution to CARE USA shared services levied on programme expenditure at donor-agreed rates (Note 15).

(d) Property, plant and equipment (IPSAS 17)

Items of property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure directly attributable to the acquisition of the asset. Assets acquired with donor funds are capitalised where the Organisation controls the asset; where title vests in the donor on acquisition the cost is expensed as equipment costs (Note 5(b)). Depreciation is charged to surplus or deficit on a straight-line basis over the estimated useful lives of each class of asset, from the month the asset is available for use:

Asset class	Useful life (years)	Annual rate
Motor vehicles	3	16.67%
Office equipment	2	50%
Communications equipment	3–10 years	10% - 33⅓%
Machinery and other equipment	3	33⅓%
Computers, IT equipment and software	3–5 years	20% - 33⅓%

For vehicles, a residual value of 50% of original cost is applied. For all other assets, the residual value is generally nil.

Useful lives and residual values are reviewed at each reporting date. Gains and losses on disposal are determined by comparing proceeds with carrying amount and are recognised in surplus or deficit. Assets are reviewed for impairment (IPSAS 21) whenever events indicate that the carrying amount may not be recoverable.

(e) Foreign currency transactions (IPSAS 4)

Transactions in currencies other than US\$ (principally Uganda Shillings) are translated at the exchange rate ruling at the transaction date. Monetary assets and liabilities denominated in foreign currencies are retranslated at the closing rate at the reporting date. Exchange differences are recognised in surplus or deficit in the period in which they arise.

(f) Financial instruments (IPSAS 41)

Financial assets comprise cash and cash equivalents, grants and contracts receivable, inter-country receivables and other receivables. They are classified as measured at amortised cost because they are held to collect contractual cash flows that are solely payments of principal. They are initially recognised at fair value plus transaction costs and subsequently at amortised cost using the effective interest method; given their short-term nature, carrying amount approximates fair value. A loss allowance for expected credit losses is recognised

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)
(F) FINANCIAL INSTRUMENTS (IPSAS 41) (CONTINUED)

for receivables, measured at lifetime expected credit losses using a simplified approach informed by ageing and the counterparty’s payment history; receivables are written off when there is no reasonable expectation of recovery. Financial liabilities – grants and contracts payable and other payables and accruals – are measured at amortised cost. Financial assets and liabilities are offset only where there is a legally enforceable right of set-off and an intention to settle net.

(g) Leases (IPSAS 43)

IPSAS 43 Leases is effective for annual periods beginning on or after 1 January 2025 and therefore applies to these financial statements. Under IPSAS 43 a lessee recognises a right-of-use asset and a lease liability for all leases other than short-term leases (twelve months or less) and leases of low-value assets, which are expensed on a straight-line basis. The Organisation’s office premises are occupied under lease; rental expense of US\$94,128 (2025: US\$88,034) is included in other operating costs (Note 5(f)).

(h) Employee benefits (IPSAS 39)

Short-term employee benefits – salaries, allowances, bonuses, paid leave and social security contributions – are expensed as the related service is rendered. A liability for accrued leave is recognised for untaken leave entitlement at the reporting date. Contributions to the National Social Security Fund and to CARE USA-administered defined contribution pension arrangements are expensed when due. Termination benefits (severance) are recognised when the Organisation is demonstrably committed to terminating employment before the normal retirement date, or when an employee accepts an offer of voluntary redundancy, and can no longer withdraw the offer.

(i) Provisions and contingencies (IPSAS 19)

A provision is recognised when the Organisation has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate can be made. Contingent liabilities, including possible obligations arising from ongoing investigations or disallowed costs, are not recognised but are disclosed (Note 17) unless the possibility of outflow is remote.

(j) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, balances with banks and cash in transit. Bank overdrafts, if any, are presented within current liabilities. For the purposes of the statement of cash flows, cash and cash equivalents are stated net of cash in transit adjustments.

(k) Related parties (IPSAS 20)

Related parties comprise CARE USA (the lead member and legal parent), other CARE International members that fund or are funded by the Organisation, and key management personnel – the members of the Senior Management Team – together with their close family members and entities they control. Transactions and balances with related parties are disclosed in Note 15.

(l) Taxation

The Organisation is an exempt organisation for income tax purposes under the Income Tax Act of Uganda. Value added tax incurred on purchases that is not recoverable is expensed as incurred (Note 5(f)). Employment taxes and statutory deductions withheld from staff are remitted to the Uganda Revenue Authority and the National Social Security Fund; amounts unremitted at the reporting date are included in other payables (Note 12).

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(m) Budget information (IPSAS 24)

The Organisation’s annual budget is approved by the CARE Uganda Board and by the respective donors, and is prepared on the accrual basis using the same classification of expenditure as the financial statements. The statement of comparison of budget and actual amounts presents the original (Board-approved) and final (donor-approved) budgets against actual programme expenditure on a comparable basis, and Note 14 reconciles the actual amounts to total expenses in the statement of financial performance and explains material differences.

(n) Events after the reporting date (IPSAS 14)

Events after the reporting date that provide evidence of conditions that existed at 30 June 2026 (adjusting events) are reflected in the financial statements. Events indicative of conditions that arose after the reporting date (non-adjusting events) are disclosed in Note 18 where material.

(o) New and revised standards

IPSAS 43 Leases (see (g) above) and the amendments arising from IPSAS 44 Non-current Assets Held for Sale and Discontinued Operations became effective during the year; other than the matter described in (g), they have had no material effect. Standards issued but not yet effective – including IPSAS 45 Property, Plant and Equipment, IPSAS 46 Measurement, IPSAS 47 Revenue and IPSAS 48 Transfer Expenses (effective 1 January 2026, i.e. from FY27 for the Organisation) – have not been early adopted. IPSAS 47 replaces IPSAS 9, 11 and 23 with a single revenue model based on binding arrangements and compliance obligations; management is assessing its effect on the timing of grant revenue recognition.

4. Revenue

(a) Grants and donations (non-exchange)

	2026	2025
Grants and contracts revenue	12,026,602	16,922,049
Performance contract revenue	362,706	605
Support from lead member (CARE USA) – Note 15	100,000	100,000
Total grants and donations	12,489,309	17,022,654

Grants and contracts revenue is recognised to the extent that donor conditions have been satisfied through eligible expenditure. Amounts received under conditional grants for which eligible expenditure had not yet been incurred at 30 June 2026 are carried as grants and contracts payable (Note 11). Net exchange differences on Uganda Shilling balances are included within grants and contracts revenue in the current ledger presentation.

(b) Other operating income

	2026	2025
Private restricted fund adjustment	1,288,613	–
Miscellaneous income	56,518	99,051
Total other operating income	1,345,131	99,051

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

4. REVENUE (CONTINUED)

(B). OTHER OPERATING INCOME (CONTINUED)

The private restricted fund adjustment of US\$1,288,613 is a one-off release to revenue, recognised in FY26, of restricted private funds previously held in respect of programme activity for which the associated restrictions have been satisfied. It is presented as a separate line on the face of the statement of financial performance because of its size and non-recurring nature (IPSAS 1.102). Excluding this item, total revenue for the year was US\$12,545,827 (2025: US\$17,121,705), a decline of 26.7 per cent

5. Expenses

Expenses are analysed by nature. The analysis below supports the line items on the face of the statement of financial performance.

(a) Employee costs

	2026	2025
Salaries – national staff	1,939,119	2,320,831
Trainee expenses	–	162
13th/14th month salary	159,938	191,363
Overtime – national staff	3,723	2,793
Year-end bonus	61,388	60,767
Paid time off expense – national staff	22,959	16,330
Maternity pay – national staff	7,523	–
Severance – national staff	153,753	25,477
Social tax – national staff	252,800	276,205
Pension benefit – national staff	1,008	592
Health benefits – national staff	157,294	138,433
Group life and accident insurance	62,049	59,315
Other benefits – national staff	13,277	30,530
Protection and security – national staff	40,409	51,204
Transportation benefits	94,457	100,814
Moving/relocation (taxable) – national staff	1,848	3,243
Overbase compensation (non-taxable) – national staff	–	180
Quarters allowance (taxable) – national staff	5,686	9,476
Salary adjustments – national staff	2,353	2,530
Moving/relocation (non-taxable) – national staff	2,295	9,621

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

5. EXPENSES (CONTINUED)

(A). EMPLOYEE COSTS (CONTINUED)

	2026	2025
Salaries – international staff	238,433	289,806
Social tax – international staff	26,159	34,966
Other tax – international staff	30,091	33,141
Paid time off expense – international staff	(978)	8,574
Pension benefit – international staff	19,341	23,185
Health benefits – international staff	18,245	24,462
Other benefits – international staff	983	1,102
Protection and security – international staff	3,791	4,264
Overbase compensation (taxable) – international staff	2,941	13,370
Quarters allowance (non-taxable) – international staff	2,616	–
Employee meals – CARE share	96	–
Temporary staff – agency	–	1,244
Temporary staff – individual	9,491	10,236
Employee training	12,024	3,111
Total employee costs	3,345,110	3,747,325

At 30 June 2026 the Organisation employed 49 staff (2025: 103). Severance costs of US\$153,753 (2025: US\$25,477) arose from involuntary separations during the portfolio contraction described in the report of management.

(b) Equipment costs

	2026	2025
Computer hardware purchases	36,919	55,916
Communication equipment and maintenance	6,223	19,293
Office equipment and maintenance	5,118	10,460
Machinery and other equipment and maintenance	12,052	7,001
Furniture and maintenance	4,258	10,313
Total equipment costs	64,570	102,983

Equipment costs comprise purchases of low-value equipment and equipment whose title vests in the donor, together with maintenance costs, all of which are expensed in accordance with Note 3(d).

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
5. EXPENSES (CONTINUED)

(c) *Direct activity expenses*

	2026	2025
Consultant fees	467,754	535,929
Project materials and supplies	440,863	318,005
Project delivery services	140,808	132,538
Assessments and surveys	745	–
Catering	171,733	492,309
Other materials and supplies	17,519	29,676
Shipping services	142	2,513
Volunteers and interns	1	3,595
Training materials and supplies	8,967	28,573
Training contractor services	1,192	48,022
Training venue expenses	70,969	161,903
Conferences, seminars and training workshops	522	3,377
Honoraria and daily subsistence allowances	480,664	839,412
Office supplies and stationery	5,803	33,354
Dues and subscriptions	26,896	21,586
Printing expenses	10,679	54,754
Promotional items	12,035	127,371
Signs, banners and posters	2,988	12,237
Postage and delivery	–	296
Media placement	21,186	26,045
Advertising	1,272	10,539
Total direct activity expenses	1,882,738	2,882,033

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
5. EXPENSES (CONTINUED)

(d) *Travel and transportation*

	2026	2025
Vehicle rental	85,900	114,824
Vehicle operations and maintenance	41,312	93,591
Vehicle fuel	91,407	156,138
Local travel	282,919	620,236
International travel	23,075	52,562
Other vehicle costs	–	12,458
Total travel and transportation	524,614	1,049,809

(e) *Partnership and sub-award expenses*

Sub-award expenditure represents eligible expenditure reported by, and accepted from, implementing partner organisations under sub-award agreements. In FY26, 58 partner organisations received funding (2025: 59).

	2026	2025
Act for Africa	69,695	95,212
Africa Innovations Institute	341,902	394,344
African Tourism Environment Initiatives	–	29,751
African Women and Youth Action for Development (AWYAD)	223,289	226,891
Agro and More AgriBusiness Developers	55,269	–
AIDS Education Group for Youth (AEGY)	86,730	149,414
Amani Initiative Ltd	22,250	21,827
Andre Foods International	327,188	185,564
ASIGMA Capital Advisory Services Limited	65,642	–
Bioenergy Umbrella Association of Kyangwali	24,287	–
BSF Mixed Ventures Limited	12,578	–
Care and Assistance for Forced Migrants (CAFOMI)	–	(3,946)
Caritas Moroto Diocese	56,763	71,537

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

5. EXPENSES (CONTINUED)

(E). PARTNERSHIP AND SUB-AWARD EXPENSES (CONTINUED)

	2026	2025
Center for Community Holistic Engagement	16,619	16,353
Children's Chance International	34,065	36,349
Children of the World Foundation	34,711	16,672
Christian Community Response for Social Development	25,171	23,692
Common Concern for Humanity and Development	36,041	19,519
Community Empowerment for Creative Innovation	169,865	18,631
Community Empowerment for Peace and Development West Nile (CEPADWN)	–	25,230
Community Empowerment for Rural Development (CEFORD)	496,853	411,979
Department of Possibility	146,221	–
Ecoplastile Limited	29,619	32,014
Ensibuuko Tech Limited	183,670	83,782
Farm Africa Uganda Limited	235,493	239,683
Feminature Uganda	131,736	82,637
Fond Trust Agency (FTA) Limited	112,244	103,138
Food Rights Alliance	399,821	441,490
gnuGrid CRB Ltd	100,407	45,573
Grassroot Alliance for Rural Development	22,978	37,685
Gulu Women with Disabilities Union	21,830	21,904
Humanitarian Assistance and Development Services (HADS)	295,284	226,163
Invisible Hope Uganda	10,928	31,755
Joint Effort to Save the Environment (JESE)	397,309	973,417
Karamoja Women Umbrella Organisation	29,923	32,914
Kayese Community Organization Ltd	69,015	81,407
Kitgum District Farmers Association	15,497	–
KYU Research Training and ITCSP	267,752	206,757

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

5. EXPENSES (CONTINUED)

(E). PARTNERSHIP AND SUB-AWARD EXPENSES (CONTINUED)

	2026	2025
Kyenjojo Association for Women Development Actors	59,970	39,101
Mentoring and Empowering	22,093	21,927
Mission for Action and Humanitarian Agency (Mission Uganda)	65,466	36,136
Mothers Against Malnutrition and Hunger	67,665	62,866
Naguru Teenage Information Health Centre (NTIHC)	220,466	357,600
National Organic Agricultural Movement of Uganda (NOGAMU)	83,494	26,593
Obuntu Bwa Casalina SMC Ltd	–	14,315
Palm Corps Ltd	90,079	85,351
Peace and Action Worldwide	29,532	–
PMHC WVL Project	16,754	16,351
PostBank Uganda Limited	–	150,000
Reach Out Mbuya Community Health Initiative (ROM)	63,859	103,671
Restless Development Uganda	379,354	308,682
Samaritans Alliance for Health and Development Foundation (DASH)	31,786	17,143
The Bug Picture Kenya Ltd	–	45,646
Thrive Gulu	413,503	264,249
Tomorrow Vijana	30,197	29,252
Transcultural Psychosocial Organisation (TPO)	339,976	378,323
Tumaini for Refugee Women	72,218	102,192
Uganda Change Agent Association (UCAA)	–	99,159
Uganda Women Entrepreneurs Association	9,374	105,479
Uganda Youth and Adolescent Health Forum (UYAHF)	–	23,717
Vertical and Micro Gardening Limited	–	19,536
Viamo Inc	43,961	74,041
Women Effort for Inclusive Development (WEID)	16,572	16,351
Women Voice for Development	16,714	16,367

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

5. EXPENSES (CONTINUED)

(E). PARTNERSHIP AND SUB-AWARD EXPENSES (CONTINUED)

	2026	2025
Women's Nutrition and Sanitation Promotion	26,992	31,177
Youth and Women Empowerment (YAWE) Foundation Uganda	37,944	27,528
Youth Movers Uganda	16,581	16,354
Total partnership and sub-award expenses	6,723,195	6,868,443

Depreciation of software (US\$7,736; 2025: US\$7,226) relates to enterprise software licensed and capitalised by CARE USA and allocated to the Organisation; no intangible asset is recognised in the Organisation's statement of financial position and the charge is therefore settled through the inter-country account rather than added back as a non-cash item in the statement of cash flows.

(f) Other operating costs

	Notes	2026	2025
Legal services		32,860	43,384
Audit and accounting fees		46,853	32,456
IT services fees		151,574	142,675
Payroll services fees		7,255	5,351
Other professional services fees		21,179	13,692
Entertainment and representation		461	551
Facilities rental		94,128	88,034
Facilities repairs and maintenance		45,980	69,197
Utilities		7,435	11,172
Insurance premiums		18,483	26,669
Communications costs		42,040	39,960
Cellular communications and data		3,921	11,970
Internet access		25,832	44,711
Bank charges		10,335	9,283
Impairment of receivables (bad debt expense)		11,932	324,645
Penalties		911	2,219
Depreciation – computer hardware	6	1,897	1,265
Depreciation – software (allocated)		7,736	7,226
Depreciation – vehicles	6	43,067	194,265
Miscellaneous taxes		13,688	39,805
Non-recoverable input VAT		104,709	277,869
Customs charges and duty		–	4,234
Registration fees		1,025	27
Miscellaneous other costs		138	3,097
Indirect cost recovery (ICR) charge – CARE USA		376,887	535,559
Total other operating costs		1,070,326	1,929,316

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)

5. EXPENSES (CONTINUED)

(F). OTHER OPERATING COSTS (CONTINUED)

Depreciation of software (US\$7,736; 2025: US\$7,226) relates to enterprise software licensed and capitalised by CARE USA and allocated to the Organisation; no intangible asset is recognised in the Organisation's statement of financial position and the charge is therefore settled through the inter-country account rather than added back as a non-cash item in the statement of cash flows.

The impairment of receivables (bad debt expense) is made up as follows:

	Notes	2026	2025
Grants and contracts write off	8	13,261	163,079
Disallowed partner costs	10	15,277	152,117
UNICEF write off - mile stone - contract		(11,386)	-
Other write offs		(5,220)	9,449
		11,932	324,645

6. Property, plant and equipment

Year ended 30 June 2026	Motor vehicles	Office equipment	Communications equipment	Machinery & other equipment	Computers, IT & software	Total
Cost						
At 1 July 2025	1,881,443	124,447	49,904	24,948	15,205	2,096,147
Additions	–	–	–	–	–	–
Disposals/write-offs	–	–	–	–	–	–
At 30 June 2026	1,881,443	124,447	49,904	24,948	15,405	2,096,147
Accumulated depreciation						
At 1 July 2025	1,378,241	124,447	49,904	24,948	10,979	1,588,519
Charge for the year	43,067	–	–	–	1,897	44,964
Disposals/write-offs	–	–	–	–	–	–
At 30 June 2026	1,421,308	124,447	49,904	24,948	12,876	1,633,483
Carrying amount at 30 June 2026	460,135	-	-	-	2,529	462,664

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Year ended 30 June 2025	Motor vehicles	Office equipment	Communications equipment	Machinery & other equipment	Computers, IT & software	Total
Cost at 30 June 2025	1,881,443	124,447	49,904	24,948	24,948	2,096,147
Accumulated depreciation at 30 June 2025	1,378,241	124,447	49,904	24,948	10,979	1,588,519
Carrying amount at 30 June 2025	503,202	-	-	-	4,426	507,628

No additions were made during the year (2025: US\$5,691) and no assets were disposed of (2025: write-off with a carrying amount of US\$3,970). The depreciation charge of US\$44,964 (2025: US\$195,530) is included in other operating costs (Note 5(f)). Certain fully depreciated assets – including all office, communications and machinery equipment – remained in use at the reporting date. No assets are pledged as security.

7. Cash and cash equivalents

	2026	2025
Stanbic Bank Uganda Limited – UGX account (...0918)	41,912	21,753
Citibank Uganda Limited – UGX account (...2001)	464,571	30,147
Citibank Uganda Limited – USD account (...2002)	290,374	142,623
Petty cash	821	3,918
Cash in transit	(1,781)	(2,500)
Total	795,897	195,941

Bank balances are held with commercial banks licensed by the Bank of Uganda; no interest income was earned during the year. Cash and cash equivalents denominated in Uganda Shillings amounted to the US\$ equivalent of US\$506,483 (2025: US\$51,900). Cash held is substantially restricted to the donor-funded programmes for which it was received.

26. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026 (CONTINUED)
5. EXPENSES (CONTINUED)
(F). OTHER OPERATING COSTS (CONTINUED)

8. Grants and contracts receivable

	2026	2025
Grants and contracts receivable	157,133	340,132
Total	157,133	340,132

Grants and contracts receivable represent eligible expenditure incurred on donor-funded projects in advance of donor reimbursement. All balances are current, due from institutional donors and CARE International members, and are considered fully recoverable; no loss allowance is held (2025: nil). Impairment recognised on other receivables during the year amounted to US\$ 13,261 (2025: US\$163,079) (Note 5(f)).

9. Inter-country receivables

	2026	2025
Receivable from related party	4,231	34,825
Intra-entity receivable – CARE USA current account	1,011,661	73,474
Intra-entity exchange fluctuation and repatriation account	419,973	580,034
Total	1,435,865	688,334

Inter-country balances arise from funding transfers, shared-cost allocations and settlements between the Organisation and CARE USA and other CARE International members (Note 15). The balances are unsecured, interest-free and settled through the CARE USA inter-office settlement process; they are presented as current assets because settlement is expected within twelve months. The intra-entity exchange fluctuation and repatriation account represents translation differences on Uganda Shilling balances awaiting settlement with CARE USA as per the CARE USA Finance and Operations Manual. The receivable from related party of US\$4,231 (2025: US\$34,825) is due from a CARE International member in respect of shared programme costs. The increase in the CARE USA current account during the year reflects programme expenditure incurred in advance of settlement through the inter-office process and is expected to be settled in FY27.

10. Other receivables and prepayments

	2026	2025
Sub-grantee advances (net of expenditure reported)	1,248,195	1,655,906
Project, travel and vendor advances	2,332	33,745
Other receivables	5,690	13,836
Prepayments and deposits	41,426	78,690
Total	1,297,643	1,782,177

Sub-grantee advances are funds disbursed to implementing partners under sub-award agreements for which eligible expenditure had not been reported and accepted at the reporting date. They are liquidated against partner financial reports and are considered recoverable; an allowance is recognised where a partner's reported expenditure is disallowed or recovery is doubtful. The bad debt expense for the year (Note 5(f)) that relates to disallowed partner costs written off was \$15,277 (2025: \$152,117).

11. Grants and contracts payable (deferred grant revenue)

	2026	2025
Grants received in advance of eligible expenditure (conditional grants)	2,794,051	2,127,920
Total	2,794,051	2,127,920

Grants and contracts payable represent funds received under conditional grant agreements (IPSAS 23) in respect of which the related conditions – the incurrence of eligible programme expenditure – had not been satisfied at 30 June 2026. The balance is recognised as revenue as conditions are met, or refunded to the donor where a project closes with unspent funds. All balances are expected to be utilised or settled within twelve months of the reporting date and are presented as current liabilities. The increase in the balance during the year reflects donor disbursements received in the final quarter for programmes continuing into FY27

12. Other payables and accruals

	2026	2025
Trade and other payables	521,996	712,034
Taxes and statutory deductions payable	26,718	5,082
Accrued expenses	55,355	116,635
Accrued leave (employee benefits – Note 3(h))	61,281	86,009
Accrued bonus	–	618
Total	665,350	920,378

Trade and other payables are non-interest bearing and are normally settled within 30 days. Taxes and statutory deductions comprise PAYE, withholding tax and NSSF contributions deducted at the reporting date for remittance after the year end. Accrued leave represents the liability for untaken annual leave at the reporting date measured at current salary rates.

13. Net assets/equity

	2026	2025
Accumulated surplus at 1 July	465,914	(75,882)
Surplus for the year	223,887	541,796
Accumulated surplus at 30 June	689,801	465,914

The accumulated surplus represents the cumulative excess of revenue over expenses retained by the Organisation, principally arising from unrestricted income and the recovery of indirect costs. It is available to meet the Organisation's working capital requirements and to co-finance programme activity where donor funding is insufficient. The accumulated surplus is not distributable.

14. Reconciliation of budget and actual amounts (IPSAS 24)

The statement of comparison of budget and actual amounts presents programme expenditure by fund code on the accrual basis. The reconciliation to total expenses in the statement of financial performance is as follows:

	2026
Actual programme expenditure per statement of comparison of budget and actual amounts	13,233,666
Add: indirect cost recovery (ICR) charge not budgeted at programme level (Note 5(f))	376,887
Total expenses per statement of financial performance	13,610,553

There are no timing differences or entity differences between the budget and the financial statements: both are prepared on the accrual basis for the year ended 30 June 2026 and cover the same reporting entity.

Explanation of material variances between final budget and actual amounts

Actual programme expenditure of US\$13,233,665 exceeded the final (donor-approved) budget of US\$ 12,747,631 by US\$486,034 (4 per cent) and fell short of the original (Board-approved) budget of US\$14,820,428 by US\$1,586,763 (10.7 per cent). The principal drivers were:

- ✦ **Original versus final budget.** The final budget was 16.6 per cent below the original budget, reflecting the withdrawal or deferral of anticipated awards during the financing contraction – notably the UN_ALL window under Women and Girls (original US\$2,054,788; final US\$989,516), the US_PRIVATE window under Livelihoods (US\$2,602,923; US\$1,464,900) and the NON_USG_SUB window under Resilient Futures (US\$1,620,073; US\$1,029,398).
- ✦ **Livelihoods (CI_CARE_NEDERLAND).** Actual expenditure exceeded the final budget by US\$249,499 (8.9 per cent). The variance does not represent an actual over-expenditure. The CASCADE budget had not yet been approved by year-end, as the agreement was still pending signature. Consequently, the related expenditure had not yet been reflected against an approved budget at the time of the year-end reporting.
- ✦ **Resilient Futures (CI_CARE_DENMARK).** Actual expenditure exceeded the final budget by US\$98,632 (14.1 per cent). The over expenditure relates to the CLIRK project. More partner expenses were liquidated in FY26, resulting in annual expenditure exceeding the budget.
- ✦ **Women and Girls (CI_CARE_CANADA; UN_ALL).** Under-spends of US\$100,802 (7.0 per cent) and US\$34,750 (3.5 per cent) respectively are consistent with the delivery days lost during the electoral period described in the report of management (§2.4). The funds have been carried forward to 2027.
- ✦ **Humanitarian and Nexus (CI_CARE_NORGE; US_PRIVATE).** Actual expenditure exceeded the final budget by US\$8,904 (0.6 per cent) under CI_CARE_NORGE and by US\$60,192 (8.4 per cent) under US_PRIVATE as the STEPS Action accelerated partner liquidations toward its 30 April 2026 close-out; the US_PRIV_POOL_EMRGNCY under-spend of US\$26,707 reflects Emergency Response Fund allocations not fully called down during the year.
- ✦ **Resilient Futures (NON_USG_SUB; CI_CARE_NEDERLAND).** The NON_USG_SUB under-spend of US\$36,865 (3.6 per cent) reflects the phasing of Regreening Yumbe activity after the electoral period; the CI_CARE_NEDERLAND over-spend of US\$33,957 (11.1 per cent) reflects SUSTAINED II catch-up activity in the final quarter, within the donor-approved life-of-project budget.

15. Related party transactions and balances (IPSAS 20)

The Organisation is controlled by CARE USA, which holds the Power of Attorney under which the Country Director acts. CARE USA and the other CARE International members that fund programmes in Uganda (including CARE Nederland, CARE Danmark, CARE Norge, CARE Canada, CARE Österreich and CARE International UK) are related parties. Transactions during the year and balances at the reporting date were as follows:

	2026	2025
Grants and contracts revenue received through CARE International members	see below	see below
Support from lead member – CARE USA (Note 4(a))	100,000	100,000
Indirect cost recovery charge payable to CARE USA (Note 5(f))	376,887	535,559
Software depreciation allocated by CARE USA (Note 5(f))	7,736	7,226
Inter-country receivables at 30 June (Note 9)	1,435,865	688,334

Grants channelled through CARE International members are reported in the statement of comparison of budget and actual amounts by fund code (CI_CARE_NORGE, CI_CARE_NEDERLAND, CI_CARE_DENMARK, CI_CARE_CANADA and CI_CARE_ÖSTERREICH) and amounted in aggregate to actual expenditure of US\$7,669,950 in FY26. The nature of each relationship, the transactions during the year and the balances outstanding at the reporting date are set out below. All related-party transactions are conducted under written funding agreements on the standard terms applying within the CARE International confederation; balances are unsecured, interest-free, have no fixed settlement terms, and are settled through the inter-office settlement process. No guarantees have been given or received, no provision for doubtful debts has been recognised against related-party balances, and no expense was recognised in the year in respect of bad or doubtful debts due from related parties.

Related party	Nature of relationship	Transactions during FY26	FY26 amount (US\$)	Balance at 30 June 2026 (US\$)
CARE USA (Cooperative for Assistance and Relief Everywhere, Inc.)	Controlling entity; holds the Power of Attorney under which the Country Director acts	Lead-member support (Note 4(a)); indirect cost recovery charge (Note 5(f)); allocated software depreciation (Note 5(f)); funding transfers and inter-office settlements	100,000 income; 376,887 ICR charge; 7,736 depreciation	1,431,634 receivable (current account 1,011,661; exchange fluctuation and repatriation account 419,973)
CARE Nederland	CARE International member; back-donor channel (Netherlands MFA)	Programme funding for CASCADE and SUSTAINED II	3,396,296 expenditure financed	27,505

Related party	Nature of relationship	Transactions during FY26	FY26 amount (US\$)	Balance at 30 June 2026 (US\$)
CARE Norge	CARE International member; back-donor channel (DG ECHO)	Programme funding for STEPS	1,412,813 expenditure financed	-13,893
CARE Canada	CARE International member; back-donor channel (Global Affairs Canada)	Programme funding for SHE SOARS and Women's Voice and Leadership	1,336,070 expenditure financed	-227,978
CARE Danmark	CARE International member; back-donor channel (Danida)	Programme funding for CLIRK / SPA II	799,083 expenditure financed	-116,536
CARE Österreich	CARE International member; back-donor channel (ADA; HORIZONT3000)	Programme funding for GEAR and Policy Dialogue IV	725,687 expenditure financed	-387,219
Other CARE International member	CARE International member	Shared programme cost recharge	–	467,754
Key management personnel	Members of the Senior Management Team	Compensation (see below)	586,487	Nil

Key management personnel

Key management personnel comprise the six members of the Senior Management Team listed in the organisation information, being the persons with authority and responsibility for planning, directing and controlling the activities of the Organisation. Their aggregate compensation for the year was US\$694,637 (2025: US\$771,524), analysed as follows: short-term employee benefits – salaries, allowances, thirteenth month and year-end payments and insured benefits – US\$460,946 (2025: US\$515,176); post-employment benefits – contributions to the National Social Security Fund and CARE USA-administered pension arrangements – US\$196,950 (2025: US\$256,348); and termination benefits US\$36,741 (2025: nil). The decrease from the prior year reflects changes in the composition of the team during the portfolio transition. No loans were advanced to key management personnel or their close family members, no other transactions took place with them or with entities they control during the year, and no amounts were outstanding at the reporting date. Remuneration policy and performance evaluation are described at §15.5.

16. Financial risk management (IPSAS 30)

The Organisation's activities expose it to currency risk, credit risk and liquidity risk. Risk management is carried out by the Finance function under policies approved by the Senior Management Team and CARE USA. The Organisation does not hold or issue derivative financial instruments and is not exposed to interest rate risk, as it holds no interest-bearing assets or liabilities.

Currency risk

The Organisation incurs the majority of its expenditure in Uganda Shillings (UGX) while its funding is received predominantly in US\$ and other hard currencies. Exposure is managed by holding UGX balances only to the extent of near-term disbursement needs and by converting funds as required. At 30 June 2026 UGX-denominated cash amounted to the equivalent of US\$506,483 (2025: US\$51,900). A 5 per cent strengthening of the UGX against the US\$ would increase net assets by US\$25,300 (2025: US\$2,600), with an equal and opposite effect for a 5 per cent weakening. Translation differences pending settlement with CARE USA are carried in the inter-country account (Note 9).

Credit risk

Credit risk arises from cash held with banks, grants receivable from donors, inter-country balances and advances to implementing partners. Cash is held with Citibank Uganda Limited and Stanbic Bank Uganda Limited, both licensed by the Bank of Uganda. Grants receivable are due from institutional donors and CARE International members with no history of default. Partner advances carry credit risk only where the Organisation has a contractual right to require refund of unspent funds. Otherwise, the expected economic benefit for partner advances is programme implementation rather than receipt of cash or another financial asset and as such partner advances are discharged by the partner delivering the expected accountability for implementation of the funded activity and it is at this point that the accounted for partner advances are expenses. Recoverable sub-grant balances are managed through pre-award due diligence (including QuAMPlus verification), tranche-based disbursement against accepted financial reports, monitoring visits and, where necessary, recovery action.;

The maximum exposure to credit risk is the carrying amount of financial assets, US\$2,388,895 (2025: US\$1,224,407).

Liquidity risk

Liquidity risk is the risk that the Organisation will be unable to meet its obligations as they fall due. It is managed through monthly cash forecasting, tranche requests to donors and CARE USA against approved budgets, and access to inter-country funding from CARE USA to bridge timing differences. At 30 June 2026 current assets exceeded current liabilities by US\$227,137 (2025: current liabilities exceeded current assets by US\$41,714), a current ratio of 1.07 (2025: 0.99). All financial liabilities of US\$577,351(2025: US\$829,287) are contractually due, or expected to be utilised, within twelve months of the reporting date; the grants and contracts payable balance is settled through programme delivery rather than cash repayment except on project close-out.

Fair values

The carrying amounts of all financial assets and financial liabilities approximate their fair values because of their short-term maturities.

17. Contingent liabilities and commitments

Donor audits and disallowed costs. Expenditure charged to donor-funded projects remains subject to donor audit and verification for the periods stipulated in the respective agreements. Costs found ineligible may be required to be refunded. Management is not aware of any material disallowances at the date of approval of these financial statements and no provision has been made.

Investigations. During the year seven fraud-related allegations were reported, all relating to implementing partners. Two were substantiated, one was not substantiated and four remained under investigation at 30 June 2026. Substantiated amounts are recovered from the partners concerned and any unrecoverable amount ineligible for donor funding is borne by the Organisation; management's current estimate of any such exposure is not material, and no provision has been recognised.

Legal matters. The Organisation is a litigant in several other cases which arise in the normal course of business. Management believes the Organisation has reasonable grounds for success in the open cases and expects that the Organisation should get a ruling in its favour. Management has obtained legal advice regarding the litigation claims outstanding at year-end and determined that it is possible that for cases with a total exposure of USD 59,125 the outcome may not be favourable. None of the cases are individually or in aggregate significant to the Organisation's operations.

Commitments. At 30 June 2026 the Organisation committed, undersigned sub-award agreements, to disburse funds to implementing partners in FY27 of approximately US\$3,010,305 (2025: US\$ 7,033,146), to be financed from existing donor awards. There were no capital commitments (2025: none).

18. Events after the reporting date

On 1 September 2026 the Cabinet of Uganda approved the replacement of the individual Tax Identification Number with the National Identification Number for tax administration, with registered businesses to be identified by their Business Registration Number. This is a non-adjusting event; it has no effect on the amounts recognised at 30 June 2026 and management does not expect it to have a material effect on the Organisation's operations in FY27.

No other events have occurred between the reporting date and the date of approval of these financial statements that would require adjustment to, or disclosure in, the financial statements.

Notes=

[illegible]

Notes=

[illegible]



CARE UGANDA

P.O. Box 7280,
5th Floor, Union House
Plot 78, Luthuli Avenue - Bugolobi
Kampala, Uganda

www.careuganda.org

+256 312 258 100

CAREUG

@CAREUganda