

2025 Annual Report

CHOOSE HOPE
CHOOSE OPPORTUNITY
CHOOSE CHOICE





Contents

4

List of Abbreviations

5

1. Why We Need Reproductive Choice

6

2. Choose Choice.

7

3. We are MSI Reproductive Choices.

8

4. Message from our Country Director

9

5. 2025 Impact in Numbers (To be updated)

11

6. Snapshot of our growing impact over the past decade

12

7. 2025: How did we do?

13

8. MSI 2030 Strategy Update

14

9. Progress within each Pillar

22

10. Our commitments (PHOTO)

24

11. Gender equality and social inclusion in our programming

25

12. Our People

26

13. Financial Performance

List of Abbreviations

AFB	Anti-Fraud and Bribery
CA	Competency Assessment
CLIC +	Client Information Centre
CYPs	Couple Years of Protection
DANIDA	Danish International Development Agency
DEI	Diversity, Equality, and Inclusion
DHO	District Health Officer
EYE	Expanding Empowerment and Access
FCDO	Foreign, Commonwealth and Development Office
FP	Family Planning
FUE	Federation of Uganda Employers
HCWs	Health Care Workers
HF	Health Facilities
LARC	Long-Acting Reversible Contraception
MNCH	Maternal, Newborn, and Child Health
MoH	Ministry of Health
MPDSR	Maternal and Perinatal Death Surveillance and Response
MSL	Marie Stopes Ladies
OR	Out Reach
PAC	Post Abortion Care
PHW	Public Health Workers
PPFP	Postpartum, Family planning
PSS	Public Sector Strategy
SACCO	Savings and Credit Cooperative Organisation
SAY	Strengthening Adolescents and Youth
SM	Social Marketing
SRHR	Sexual and Reproductive Health and Rights
SRHR	Sexual and Reproductive Health
STOP	The Survivors Treatment and Obstetric Fistula Prevention
TMA	Uganda's Total Market Approach
VHTs	Village Health Teams
WIL	Women in Leadership

1

Why we need Reproductive Choice

Everyone possesses the inherent right to autonomous control over their own body, a healthy family environment, and a hopeful future. These principles guide the daily efforts of MSUG Uganda teams operating within some of the most impoverished, remote, or very hard-to-reach settings across Uganda.

We recognise that offering straightforward and accessible reproductive health services—such as contraceptive options—has the capacity to significantly improve a woman's life in ways that few other interventions can achieve. For her well-being, such choices give her greater control over her future. Regarding her health, these services can establish the essential intervals between pregnancies to facilitate improved outcomes. For her family, this opportunity could open economic opportunities that could disrupt a generational cycle of poverty. For her community, it may enhance the number of women capable of assuming leadership roles. For society at large, the ripple effects of equality and prosperity are profoundly consequential.

Depending on the geographical location within the country, despite the Government of Uganda's efforts to ensure equitable access to services, there remain gaps in meeting women's reproductive health needs and choices.

Nevertheless, hundreds of millions of women and families continue to be deprived of access, options, and inclusion. Reproductive healthcare, recognized as one of the most cost-effective and transformative interventions, must be expanded and made universally available to all individuals, everywhere.

That is the reason why Mariestopes Uganda is committed to realizing this objective — from offering contraception and post-abortion care services presently to address current demand, to partnering with the Ministry of Health to ensure access for future generations.



2

CHOOSE CHOICE.



Choice saves lives.

In numerous districts across Uganda, pregnancy-related complications and inadequate post-abortion care services remain the primary causes of mortality among women and adolescent girls. Post-abortion care and contraception represent vital interventions that save lives by decreasing maternal mortality rates and safeguarding women's health.

Daily - Local Government Health Facilities (HF) record data about activities/services provided using HMIS tools including the Consent forms.



Choice helps to break the cycle of poverty.

For many families, delaying or avoiding pregnancy can mean the difference between living in poverty and achieving financial independence. Melinda Gates describes contraception as "one of the greatest anti-poverty innovations the world has ever known" because it empowers women to decide their family size, enabling them to support their current children and re-enter the workforce, thereby changing their life trajectory for the future.



Choice advances gender equality.

Based on the 2022 Uganda Demographic and Health Survey (UDHS) data, about 23.7% of adolescent girls drop out of school due to pregnancy. This highlights a challenge negatively affecting their education. Improving access to contraception can increase girls' enrollment in higher education. Staying in school can lead to higher future earnings once employed. Greater options enable women and girls to pursue more education and participate more equally in society.



Choice builds climate resilience.

As natural disasters, displacement, and food shortages become more frequent, women and girls in communities affected by climate change have emphasized their desire for reproductive choice. They seek greater control over their bodies and pregnancy decisions. This empowerment enables communities to adapt more effectively to these tough realities and build resilience as they face unimaginable challenges.

3

We are **MSI Reproductive Choices**.

MSI Reproductive Choices champions everyone's right to decide over their own body, life, and future. As Uganda's top provider of contraception and post-abortion care, MSI Reproductive Choices Uganda (MSUG) assists tens of thousands of women and girls each day with their health and personal choices.

Our 307 team members operate across 146 Districts in Uganda, providing reproductive healthcare to remote areas with limited access, thereby creating new opportunities for women and girls.

Through collaboration with the Ministry of Health (MoH) and several partners, we are dedicated to establishing sustainable, high-quality care. We operate as a 'social business,' blending the strengths of the commercial and non-profit sectors to generate income that helps us expand our services and impact. Additionally, we actively advocate for reproductive rights.

MSUG proudly supported over 1.4 million individuals in Uganda in 2025. We continue to expand our reach, impacting millions more annually with choices that transform lives, communities, and future generations.



Our Vision

Children by choice, not chance



Our Mission

A world where every birth is wanted



4

Message from **Our Country Director.**

Reflecting on a Year of Resilience and Choice

The year 2025 has been a testament to the unwavering resilience of the MSI Reproductive Choices Uganda team. As we navigate a global landscape marked by shifting aid priorities and economic uncertainties, our mission remains steadfast: ensuring that every individual in Uganda has the inherent right to decide over their own body, life, and future.

Impact in Motion: Reaching the Unreached

This year, we are proud to have supported over 2 million individuals across all 146 districts of Uganda. Our impact numbers tell a story of lives changed:

- 1.21 million unintended pregnancies were prevented.
- 353,928 unsafe abortions were averted through our dedicated safe post-abortion care (PAC) services.
- We reached ¼ million adolescents at critical junctures in their lives, providing them with the tools to stay in school and pursue their dreams.

Our commitment to “Leave No One Behind” saw 76% of our clients coming from underserved and marginalized communities. Whether by land, water, or trekking through difficult terrain, our 20 mobile outreach teams travelled the distance to provide essential services to those in the most remote areas.

Significant Shifts in Our Approach

In 2025, we implemented several strategic shifts to enhance our operational efficiency and sustainability:

- **Social Business Model Evolution:** We significantly grew our social marketing and private sector provision. Notably, 38% of our revenue was generated from product sales and service income, a vital step toward long-term sustainability. We also invested in the relocation/remodelling of our Masaka and Namuwongo and Kansanga centres.
- **The “Split-Team” Strategy:** In our outreach channel, we adopted a split-team approach, allowing a single team to serve two different sites on the same

day, thereby doubling our efficiency and reach in underserved regions.

- **Digital Innovation:** We made significant investments in the CLIC+ app to improve data collection in remote areas and upgraded our entire network firewall system as well as improving our centres connectivity.
- **A Milestone for the MSUG Hospital:** Our Kampala Lugogo Forest Mall Hospital achieved a critical financial milestone this year—breaking even—while seeing a 41% increase in client reach.

Strengthening the Health System

Our partnership with the Ministry of Health has never been stronger. By supporting 803 public health facilities across 94 districts, we are not just providing services today; we are building a more resilient national health system for tomorrow. Our Public Sector Strengthening channel was able to support the entry of all public health worker mentees (with a level 1 proficiency) into the national iHRIS training database.

Looking Ahead

As we look toward 2026, we remain dedicated to our MSI 2030 strategy. We will continue to invest in our people—our greatest asset—fostering an inclusive culture through initiatives like our Women in Leadership (WIL) program, which moves us closer to our

goal of 50% female senior management; as well as maintaining our clinical quality technical assessments.

To our donors (MSI, Packard, CIFF, Wellspring ,DAK, Hewllet ,FCDO/UNFPA, BHF, Bergstrom, DANIDA, NORAD),our partners, and the dedicated MSUG staff: thank you for choosing hope, opportunity, and choice. Together, we are contributing to Uganda’s aspiration to transform into a middle-income country by 2040.



Country Director

5

2025 Impact in numbers

Who did we reach?

Over 1.4M

People accessed MSUG sexual and reproductive healthcare

353,928

People were supported with safe post-abortion care

223,964

Adolescents were reached at a critical juncture in their lives

33%

of our clients were living in multi-dimensional poverty

23%

of our clients were accessing contraception for the first time

5,570

People are supported with reproductive choice every working day

Source: Program Data

// If I had not come to this Centre and the nurses had not treated me, I would have ended up dead. Sincerely, I would have lost my life. //

MSUG client from Mbale Centre

What was our impact in 2025?

Over 2.4M

Women's and girls' lives saved

Over 1.21M

Unintended pregnancies prevented

Over 546K

Unsafe abortions prevented

803

Government of Uganda (MOH) Health Facilities supported by MSUG across 94 Districts

Over 2.5M

Couple Years of Protection in Uganda

MSI Impact 2 -Calculator

// Over 1.4M million women are currently using contraception provided by MSUG or a public health facility we support. //

The impact of MSUG's work will extend far beyond 2025.

The benefits of sexual and reproductive healthcare will ripple out for years, changing lives and generations.

6

Snapshot of our growing **impact** over the past **Decade**.

8.6M

Women and Girls prevented an unintended pregnancy with MSUG's support, changing the course of their lives

Unintended pregnancies prevented

18K

Maternal Deaths averted each year

3.4M

Unsafe abortions averted

UGX 2.9 Trillion

Direct healthcare costs were saved. Investing in sexual and reproductive healthcare pays dividends.

Direct healthcare costs saved each year.

UGX 92.2 Trillion

Total DALYs averted

10 -year impact

Health impacts

Maternal deaths averted

18K

Unsafe abortions averted

3.5m

Child deaths averted

200k

Direct healthcare costs saved (2022 GBP)

588M

Total Couple Years of Protection (FP only)

19M

7

2025 How did we do?

The MSI Reproductive Choices 10-year strategy, *MSI 2030: Your Body, Your Choice, Your Future*, sets out a bold vision for the future: by 2030, there will be no deaths resulting from unsafe post-abortion care services.

In 2025, MSUG remained committed to advancing this vision and is well on its way to achieving the MSI 2030 goals.

MSI 2030 Global Goals

MSUG Milestone covered

Between 2020 and 2030, we will serve at least 120 million women and girls with voluntary, high-quality sexual and reproductive health services (at least 20 million a year throughout the decade) across the globe

In 2025, MSUG reached 1.4M clients with sexual and reproductive healthcare, and 5.7M clients over the last 5 years.

By 2030, we will achieve the 'gold standard' in MSI's key quality measures across all MSI country programmes: Clinical Quality Score (CQS) and Client-Centred Care (CCC)

In 2025, MSI Reproductive Choices Uganda was evaluated on its clinical quality and continued to monitor its progress on the Client-Centred Care metric.

All key metrics are embedded in routine evaluation processes, supporting continuous quality improvement across each area and aiming to reach the 'gold standard' across all programmes.

By 2030, 100% of the countries in which we work will have improved access to sexual and reproductive health and rights because MSI is actively influencing laws and policies to create an enabling environment.

In 2025, we contributed to 01(National PAC guidelines) high-impact changes in policy, law, regulation, and finance.

MSUG influenced 11 Policy changes aimed to improve access to sexual and reproductive health and rights in the previous 5 years.

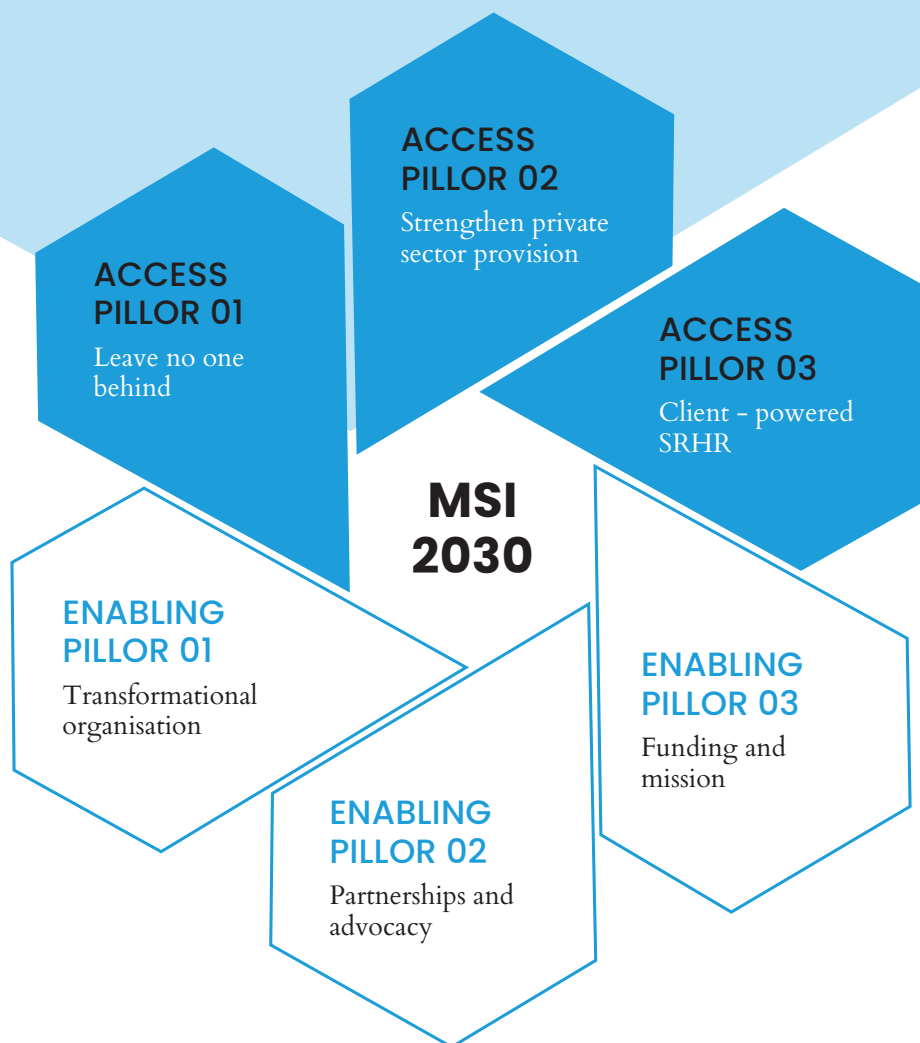
By 2030, at least 35% of all MSI programme revenue will be from product sales or service income. This will ensure services are available for the long-term

In 2025, 38% of all MSI Uganda programme revenue was generated from product or service income, up from 34% last year.

8

MSI 2030 Strategy update.

Our strategy is designed around three 'access' pillars (the 'what') for sustainable service provision, and three 'enabling' pillars (the 'how'), which ensure we have the funding, partnerships, and organisational transformation necessary to deliver our goals. Read about our progress within each pillar in 2025:



// MSUG is renowned for its quality medical services in rural and remote locations. The community highly appreciates the free treatment we provide. //

Outreach provider Jinja Team

9

Progress **within each Pillar.**

Access Pillar One – Leave No One Behind

By 2030, we will have facilitated a transformative shift in national ownership of Sexual and Reproductive Health and Rights (SRHR) while addressing gaps in provision, ensuring that those without alternative access to care receive care. These activities will be mainly donor-funded and provide excellent value for money, serving clients who would otherwise be neglected. Pillar one primarily focuses on collaborating with the Government through the Public Sector Strategy (PSS) and Mobile Outreach initiatives.

Public Sector Strengthening (PSS)

Central to our MSI 2030 strategy is the belief that nobody, regardless of background or location, should be excluded. We use a dual approach: providing services directly to communities often missed out by the traditional health system. Our emphasis on engaging marginalized groups has resulted in increased support for ‘hard-to-reach’ clients. By 2025, 76% of our clients came from underserved and marginalized communities, with 129,339 adolescents served—almost 11% more than last year.

1,836

Trained health facility providers

165

Equipped facilities to provide high quality Post-Abortion Care.

1,664

Health Facility providers Assessed at competence level 1

803

PSS supported sites

94

PSS Districts

1,006,706

Clients served

1,337,688

CYPs

14.4% (129,339)

Adolescent reach

We also work with the MoH to improve the delivery of sexual and reproductive healthcare services. In 2025, MSUG partnered with ninety-four (94) districts across the Country to boost service quality and helped over 1 million clients access high-quality care via the public sector.

At 803 public Health Facilities, we provided training for Health Workers, emphasised client-centred data and evidence in decision-making, strengthened supply chains, and raised community awareness. Our joint efforts are creating more sustainable and resilient health systems that are less reliant on fluctuations in global funding.

// Before Marie Stopes started supporting our facility with data mentorship, we often struggled to reconcile our daily registers with the monthly reports. Their team didn't just point out errors; they sat with us and showed us how to accurately track our family planning commodities and client outcomes. Now, I feel confident that the numbers we submit truly reflect the hard work we do here every day.” — Senior Midwife, Kalisizo Hospital, Kyotera District **//**

9.1.2 Mobile Outreach

Our Out-Reach (OR) service providers travel long distances, often for extended periods and across difficult terrain, to reach underserved communities. We have twenty (20) outreach teams that use driving, sailing, or trekking to provide services to people in rural and remote areas, combining efforts at community and Health Facilities outreaches.



In 2025, the Outreach Channel adopted a split-team strategy in certain regions. This approach allowed one team to split into two teams, operating at different sites on the same day, thereby improving efficiency, fairness, and access to services in underserved areas.

Results

- MSUG Outreach Channel provided family planning and integrated sexual and reproductive health services to over 351,923 clients, of which 18% (73,495) were adolescents, generating above 991,547 CYPs across 131 districts.
- Additionally, the OR teams strengthen the capacity of providers at the health facilities to independently deliver high-quality SRH services, even without MSUG outreach activities.

Access Pillar 2 – Strengthening Private Sector Provision

We are committed to building a sustainable private sector network that understands women's healthcare needs, and the importance of this has come into even sharper focus with the changes we're seeing in global aid.

Fixed Centres

The MSUG Clinics, also known as Fixed Centres, offer a safe and welcoming environment where women, girls, and their families can access reproductive health services from experienced providers. For many visitors, these Centres are the only available Sexual and Reproductive Health (SRH) services in their region. Starting in 2023, MSUG has committed to improving the appearance and atmosphere of these Centres. They serve as essential in-person access points, meeting the high demand for reproductive and other health services.



In 2025, we supported more than 27K clients across our network of Centres with core services generating 30,615 CYPs. The award-winning

// Every Stage of Woman campaign is expanding access to accurate, easy-to-understand information and support on women's health issues, challenging the notion that some of these issues are just part of life. //

27,000

Clients served

1,710 (6.3%)

Adolescent reach

.....

30,615

CYPs

The Hospital and Maternity Centre



Range of services at the MSUG Hospital.

- Antenatal and maternity care
- Outpatient care
- Specialized obstetrics and gynecology
- Neonatal care
- Comprehensive laboratory services
- Family planning services
- 3D Ultra-sound scan
- Laparoscopic surgery
- Ambulance services

The year 2025 was one of resilience and progress for the Hospital. The hospital demonstrated exceptional performance across multiple metrics, with satisfaction scores reaching new highs. Operational efficiency increased, reducing waiting times and optimizing resource allocation. Financially, the hospital achieved a crucial milestone, it broke even. Moving forward, we aim to build on this momentum, explore new

avenues for growth and ensure continued excellence in patient care and financial growth

MSUG is committed to meeting our clients' ever-changing demands by making routine, timely adjustments. This is being accomplished through MSUG Kampala Lugogo Forest Mall Hospital, which provides a comprehensive list of high-quality services.

By prioritising women's understanding of their bodies and acknowledging experiences like painful periods, we are lowering stigma and significantly enhancing women's quality of life. The expansion of women's health services in our Hospital and Maternity Centre has boosted client reach from 15,612 in 2024 to 22,049, a 41% increase, with 5,734 core clients generating 6,827 CYPs in 2025.

Access Pillar 3 – Putting choice in her hands

Social Marketing

We offer quality products that enable individuals to manage their healthcare on their own terms, while leveraging digital technology to increase awareness and provide a comprehensive approach to care throughout people's lives.



Range of products from MSUG

- Lifeguard condoms,
- Well-planned contraceptive pills,
- Miso Clear,
- Mariprist,
- Backup contraceptives,
- Avibela, and
- FLAME condoms in 2025

In 2025, MSUG further expanded access to high-quality, affordable post-abortion care and contraceptive products through our Social Marketing (SM) efforts. We introduced new products, expanded the number of outlets where our sexual and reproductive healthcare items are available for purchase, and continued implementing digital strategies to enhance product distribution.

Additionally, we trained pharmacists and retailers on product quality and effective client counselling.

As a result, 136,481 CYPs were generated from over 7 million services in 2025. The MSUG toll-free Contact Centre (CC) plays a big role in the continuum of care for clients receiving services from the various retail outlets. 0.06% of the inquiries received at the contact centre were from SM clients.

9.3.2 Contact Centres – 0800 220 333

Our contact centre network guarantees that clients can obtain information and advice while using our products. In 2025, agents handled 185,158 interactions via phone, WhatsApp, and other online messaging platforms, reflecting a more than 24.5% increase from the previous year. We actively utilise digital channels and partnerships to guide women to additional information and services. In 2025, we made over 30,869 referrals to help women access high-quality care.

2025 numbers in Summary

65,952 inbound calls	51,206 chat interactions via WhatsApp and Facebook.	4% young people	36,505 clients received successful follow-ups	Referrals: 35% – Pillar 1 65% – Pillar 2
--------------------------------	---	------------------------	--	---

Enabling Pillar 1 – Funding the mission

In 2025, despite economic uncertainties and conflicts, our teams diversified funding by strengthening relationships and engaging new funders who value reproductive choice for equity. MSUG attracted funds from non-traditional agencies, aiming to attract private donors and reduce reliance on shifting government priorities.

We boosted income from social enterprises and enhanced program investments. Although funding cuts in global health, development, and humanitarian sectors threaten progress for women and girls, our dedication to reaching hard-to-access women and communities persists. Donor support is essential, and we plan to pursue new funding sources. Attracting and expanding the number of unrestricted donors is key to addressing the needs of women and girls globally. Below is a brief overview of the current project results.

Empower” project funded by the Foreign, Commonwealth and Development Office (FCDO)

In August 2025, Marie Stopes Uganda (MSUG) was hired to implement the “Empower” project funded by the FCDO through United Nations Population Fund (UNFPA). The project’s goal is to improve access to quality Family Planning (FP) services via the private sector in urban and peri-urban areas. It targets women and adolescents who can afford services, promote sustainability, and supports Uganda’s Total Market Approach (TMA) and FP Costed Implementation Plan (FP-CIP II). MSUG is responsible for improving provider skills and care quality by training private-sector health workers, including those affiliated with the Pharmaceutical Society of Uganda, in comprehensive FP services, including Long-Acting Reversible Contraception (LARC) insertion, counselling, infection prevention, postpartum, and post-abortion family planning (PPFP), ensuring safety and quality.

The project reached 16,940 clients in 2025, generating 32,191 CYPs while offering mentorship to 86 health workers from the private clinics and drug shops.

The Survivors Treatment and Obstetric Fistula Prevention (STOP) Project:

Funded by the Embassy of Iceland via UNFPA, MSUG is implementing a three-year initiative called “The Survivors Treatment and Obstetric Fistula Prevention (STOP)” in Namayingo district. The program’s goals are to (i) decrease maternal morbidity caused by obstetric fistula, (ii) restore survivors’ dignity through surgical correction, and (iii) aid in the rehabilitation and social reintegration of women who have received treatment within their communities.



Served **3,804** adolescents and young people (10-24) with SRH services—FP, ANC, STI/HIV screening, CaCx screening, and information during 101 facility outreaches.

Supported **332** people with obstetric fistula care through 10 medical camps.

Expanding Empowerment and Access to SRHR (EYE Universal) Programme.

In its final year, the EYE Universal SRHR Programme, operated by Marie Stopes, operated in Mayuge and Kamuli Districts. It aimed to empower young girls and women to make informed decisions and to improve access to adolescent- and youth-friendly SRHR services. The project reached 242,126 individuals, served 6,665 with FP, and generated 74,243 CYPs, with 72% adolescents. It trained 50 Village Health Teams (VHTs) in Kamuli, reaching 11,598 with SAYANA press for self-injection.

Additionally, 58 Healthcare workers in 23 HFs received mentorship in LARC, caring for 36,328 clients. Twelve (12) workers were trained in quality post-abortion care, providing 644 post-abortion FP services. The programme helped train 34 Health Care Workers (HCWs) from private facilities to integrate Human Immunodeficiency Virus (HIV) and / Sexually Transmitted Infection (STI) screening into SRH services.

Strengthening Adolescents and Youth (SAY) Empowerment and Rights Programme:

The Strengthening Adolescents and Youth (SAY) programme, funded by the Embassy of the Netherlands

via UNFPA, spans four years and operates in West Nile and Acholi regions, including Obongi, Moyo, Adjumani, Lamwo, and Kitgum Districts. Its goal is to enhance maternal and adolescent sexual and reproductive health outcomes.

Bergstromme Foundation

The Marie Stopes Ladies (MSL) network has 95 active Marie Stopes Ladies providing high-quality SRH services across Uganda in accessible locations such as homes, pharmacies, and clinics. This empowers nurses and midwives to engage proactively, improving reproductive health. Fifty-five thousand one hundred ninety (55,195) clients used Family Planning, resulting in 130,042 CYP, and received post-abortion care, with 5,894 services delivered.

Clinical Mobile Outreach— The three-year mobile outreach program aims to raise awareness and access to FP and SRH services for young people and vulnerable groups in the Acholi, Bunyoro, and Tooro regions. Mobile teams visit community sites to deliver quality services in rural towns, urban neighbourhoods, key transportation routes, and refugee or post-conflict Districts. By Project year 3 end, the initiative had served 19,287 clients and provided 71,584 CYPs.

Danida and Norad Advocacy Coalition (2025-2026)

Objective: Increase access to Post Abortion Care (PAC) and SRHR services in Uganda.

Key Achievements:

- Capacity Building: Supported 853 facilities in 74 Districts, mentoring 1,342 Public Health Workers (PHWs).
- Consent & Competency: Introduced consent forms and MSI Competency Assessment (CA) checklist; trained District Trainers.
- National Guidelines: Launched Uganda's first National Guideline on Self-Care Interventions.
- Climate Plan: Unveiled Climate and Health National Adaptation Plan (H-NAP) 2025-2030.
- Sexual Offences Bill: Addressed sexual offences, proposing stringent penalties and victim support.

Lessons Learned:

- Collaboration: Essential for effective advocacy and addressing SRHR challenges.
- Inclusion: Active participation of marginalised groups strengthens community support for SRHR initiatives.

Postpartum Family Planning (PPFP) Project Kawempe NRH

In 2025, MSUG secured one-year funding from the DAK Foundation to implement the PPFP Pilot project at Kawempe NRH. The project aims to improve women's lives by enabling them to make informed FP choices, leading to child spacing, economic benefits for their families, enhanced child security, and ultimately, a reduction in maternal morbidity in Uganda. The project focuses on providing access to postpartum family planning options for women seeking support at Kawempe Hospital.

Making choices possible through partnerships and advocacy

Country engagement visit from the Danish Ministry of Foreign Affairs



Marie Stopes Uganda hosted the Danish International Development Agency (DANIDA) team from the Ministry of Foreign Affairs of Denmark at the MSUG Support Office as part of their Country engagement visit.

Our discussions centred on the progress made under the SRHR programme and the opportunities ahead to enhance access, quality, and sustainability of services.

International Women's Day (8/ Mar) - Commemoration, Kyankwanzi (Bukwiri)

Marie Stopes Uganda, in partnership with Care Uganda, NARO, Kyankwanzi Women's Empowerment SACCO, and other collaborators, took part in the International Women's Day celebration, attended by prominent leaders and community members. The MSUG booth showcased family planning products, educational materials, and promoted MSUG service points, the hospital, and the Contact Centre.

Supporting and participating at the National Safe Motherhood Conference



Marie Stopes Uganda proudly collaborated with the MoH in organizing the 5th National Safe Motherhood Conference, which was held at the Commonwealth Resort, Speke Hotel, Munyonyo, from October 22nd to 24th, 2025, key policy documents were launched, including the Adolescent Health Costed Implementation Plan, the National Annual Maternal, Newborn, and Child Health (MNCH) and Maternal and Perinatal Death Surveillance and Response (MPDSR) Report (FY2024/2025), and the National Safe Motherhood Repository. Her Royal Highness Sylvia Nagginda Luswata, the Queen of Buganda, reiterated that safe motherhood is both a moral and collective responsibility grounded in compassion and community values.

Enabling Pillar 3 – Transforming our organization

Our organization advances by investing in our workforce to foster an inclusive, client-focused, community-oriented environment. We are making steady progress toward our Diversity, Equality, and Inclusion (DEI) goals outlined in our strategy. We also leverage digital technologies that have transformed how we serve clients, support staff, and improve efficiency. Our Digital and Technology strategy aims to connect people with accessible, high-quality services everywhere. Additionally, we've also improved our Contact Centre, making it easier to refer clients to the nearest health facility in their area

During this period, significant investment was made in the Client Information Centre (CLIC +) app for data collection in remote areas. In 2025, we continued using the improved Client Feedback system, offering clients various ways to share feedback, which is valued and acted on. Feedback reveals that 88% of 18,068 clients would recommend our services.



While we observe seismic shifts in global health and development, we are dedicated to maintaining the momentum in delivering on our 2030 strategy, providing choice to communities nationwide, and achieving the broadest possible reach and impact to transform the lives of millions more women and girls.

At MSUG, we believe it's not just what we do that matters, but also how we do it. Below is a summary of our commitments and why 'the how' matters to us, too.

Clinical Quality

We believe that clinical quality is a journey, not a final goal, and we are committed to providing MSI clients with the highest standards of safety and quality. The global medical development team sets standards and oversees governance to monitor and improve care. This includes annual audits, competency assessments, incident management, and bi-annual reviews of products and medicines to ensure efficacy. In 2025, we achieved our clinical quality assurance targets, as summarised below.

2088

Clinical competency assessments were conducted for 1966 clinical service providers.

484

internal clinical quality audits

128

External clinical quality audits conducted across 620 service sites

The Country Program had one of the best Competency Assessment Accuracy of 100% in Centres, 97% in Outreach and 64% in the PSS.

Being accountable

Accountability is a core principle. It's vital to empower staff, clients, and partners to voice concerns to uphold a safe and ethical environment. Reports on issues like safeguarding, fraud, bribery, corruption, or legal violations can be made confidentially through conversations, calls, or online tools. We provide internal channels for direct reporting to managers and directors. Additionally, our 24/7 'Safecall' hotline offers anonymous reporting free of charge. Staff are trained to raise concerns, and these reporting options are actively promoted at all MSUG locations.

Data protection

At MSUG, protecting client privacy is central to our approach. MSI commits to accountability, transparency, and fairness in handling personal data. Our global data privacy program, including policies, tools, standards, training, support, and monitoring, ensures robust data protection. A designated staff member, the Country's Information Lead, oversees the program under the Global Data Privacy Lead, managing data breaches, privacy assessments, legal compliance, and staff training.

Anti-Fraud and Bribery Program

MSUG upholds a strict zero-tolerance policy against fraud and bribery to protect clients, its reputation, and its values. Our global Anti-Fraud and Bribery (AFB) program includes policies, standards, training, tools, and a Fraud Register to handle allegations under senior leadership oversight. We promote this policy through messaging and training, host quarterly 'Communities of Practice,' and celebrate 'Global Fraud Awareness Week' annually. AFB training is mandatory for new staff, with refresher courses biannually. Country Directors oversee the program with support from dedicated leaders, and investigations are conducted locally or by the Global Internal Audit team.



Anti-modern slavery

As an organisation that promotes the rights of women and girls, we are absolutely opposed to modern slavery and human trafficking in all its forms. In addition to our Anti-Modern Slavery Policy, the accompanying training, and our global due diligence programme, we are committed to reducing modern slavery risk through our procurement processes and supply chains. For further information, MSI's Anti-Modern Slavery Statement can be viewed on our website.

Safeguarding

MSI has a robust framework to prevent and respond to sexual exploitation, abuse, and harassment, focusing on safeguarding survivors and whistleblowers. Incidents are reviewed by a senior management-led Global Safeguarding Decision Committee. MSUG uses safe recruitment, conducts background checks, and collaborates with country safeguarding leads to reduce risks. Initiatives like 'Community of Practices' and 'Safeguarding Awareness Week' promote learning and awareness. All staff sign the MSI Code of Conduct and participate in behaviour change. MSI aims to support and improve safeguarding practices in the public sector.

Diversity, Equity and Inclusion

We aim for universal access to our services, regardless of identity or location. Our reproductive healthcare respects informed choice, empowering individuals, challenging gender norms, and improving social and economic status. We design services, activities, and advocacy to challenge power, inequality, and discrimination.



In 2025, we delivered tailored programmes to reach those facing barriers to health services. We expanded access for adolescents, engaged men and leaders, supported disability-inclusive healthcare, and collaborated with the Ministry of Health and partners to gain insights for advocating inclusive reproductive healthcare.

MSUG held the DEI Commemoration Days from November 10th to 13th, 2025, to encourage Diversity, Equity, and Inclusion among all MSUG teams. Over these four days, staff participated in interactive

activities, training sessions, and team-building exercises to raise awareness, celebrate diversity, and foster a more inclusive work environment.

MSI's gender equality and women in leadership



We have advanced gender equality and women's leadership within MSI. The Women in Leadership (WIL) Programme, Cohort 2, shows our commitment. Partnering with the Federation of Uganda Employers (FUE), this 12-week mentorship (May–August 2025) titled “Women Leading with Impact” focused on developing women's leadership through training, mentorship, and peer learning. Seventeen women enrolled, all completed, demonstrating success. The initiative supports MSI's goal of 50% female Senior Management by 2026. The September 18, 2025, graduation celebrated women leaders and reaffirmed MSI-UG's dedication to empowering women and inclusive leadership.

The programme seeks to:

- Address barriers to female progression in the workplace
- Build leadership competencies
- Nurture a network that provides mentoring and support

12 | Our People

M SUG comprises approximately 302 dedicated professionals. In 2025, our team members continued to exemplify our core values and outstanding dedication to supporting women and girls, while fostering MSUG's supportive and innovative culture.

Our values

Mission Driven

With unwavering commitment, we exist to empower people to make choices about their bodies and their lives.

Accountable

We are accountable for our actions and focus on results, ensuring long term sustainability.

Resilient

In challenging situations, we work together and support each other, adapting and learning to find solutions, whatever we're up against.

Client Centred

We are dedicated to our clients and work tirelessly to deliver high-quality, high-impact services that meet their individual needs.

Courageous

We recruit and nurture talented, passionate and brave people who have the courage to push boundaries, make tough decisions and challenge others in line with our mission.

Inclusive

We believe that diversity is a strength. We all play our part in creating a culture where every team member can thrive, feel valued and contribute meaningfully to our mission, and where all our clients feel welcome and supported.

Listening to our team members

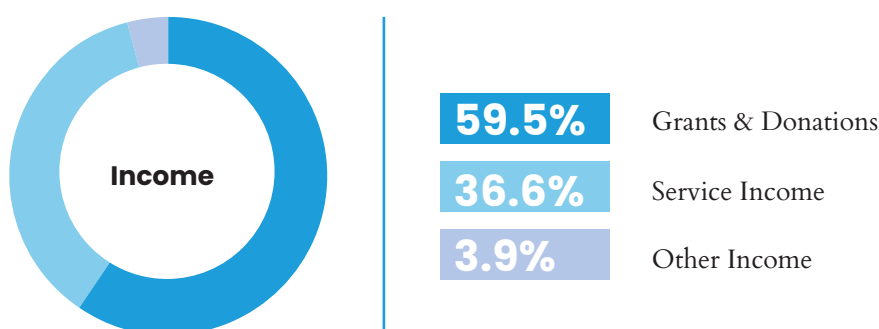
MSUG prioritises creating an inclusive environment for everyone to thrive. We acknowledge the importance of collaboration at all levels. Leaders work with Executive and Senior Management to gather feedback on decisions. We thank these teams for their contributions in 2025.

13 | Financial Performance

M SUG is part of the global MSI Reproductive Choices partnership, generating income primarily from grants by institutional donors and private foundations, as well as revenue from its commercial activities.

The Board and management at MSUG oversee the organisation's finances, ensure strong equity and optimise the global mission contribution.

Revenue In 2025



Expenditure

Employee benefits expense	7	22,966,071	22,837,070
Travel costs	8	11,325,656	11,203,119
Equipment, supplies and operating costs	9	16,770,222	17,111,319
Other activity costs	10	641,268	528,925
Monitoring and evaluation costs	11	2,394	6,145
Office costs	12	4,640,193	4,168,736
Marketing and communication	13	1,494,334	1,787,147
Net impairment losses and write off of financial assets		145,706	1,021,137
Professional and governance costs	13	3,138,529	1,922,393
Financial costs	24	747,841	637,448
Depreciation of property and equipment and right-of-use	18 & 19	2,012,184	2,027,498
Amortisation of intangible ssets	19	147,426	87,191
Total Expenditure		64,031,824	63,338,128





Ways to Support MSUG

To support MSUG, please visit www.mariestopes.org.

Address Plot 1020 | Kisugu-Muyenga

P.O Box 10431 | Kampala | Uganda

Landline: +256 414 510516