


Annual
INTERGRATED
Report 2023

“Embracing ESG in
creating value”



Research •
Clinical Care •
Laboratory Services •
Building Capacity •

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Year in Review

PROFITS

38%

Increment in Revenue



(2022: 21%)

25%

Increment in Total Assets



127%

Current ratio declined from 148% in FY2021/22

PEOPLE

60%

Employees serve as volunteers, driving community engagement.



1. 15 employees were sponsored for PhD programs
2. Staff received specialized training in gene therapy and bone marrow transplantation.
3. Constructed a 200 million UGX mansion for a client with disabilities
4. Donated 98 million UGX worth of sickle cell medication.
5. Nationwide awareness campaign offering free consultations and treatment.
6. Partnerships with local schools, planting memorial trees, and providing breastfeeding facilities for staff mothers
7. 92% sourcing local vendors

PLANET

72%

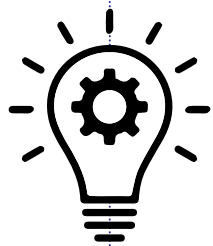
Green coverage of JCRC's compound by planting flowers and trees.

- 34 memorial trees planted by dignitaries
- Paperless Initiative:** Automated IT systems to reduce paper usage, with paper residues recycled into toilet paper and serviettes.
- Environmental education to Children

FUTURE OUTLOOK

03

New Innovation



- Bone Marrow Transplant Unit
- Gene therapy block commissioned
- Injectable ARV

About This Report

The JCRC Integrated Report provides a comprehensive overview of our organization's performance, combining financial, operational, and sustainability metrics to present a holistic view of our impact. This report highlights our achievements in research, clinical services, and capacity building, while also addressing our commitment to environmental sustainability and community engagement. By integrating financial data with non-financial aspects such as governance, risk management, and ethical culture, the report offers stakeholders a clear understanding of JCRC's strategies and outcomes. It reflects our dedication to transparency, accountability, and continuous improvement in advancing healthcare and research excellence.

BOARD RESPONSIBILITY AND APPROVAL

JCRC's Board is accountable for the integrity and completeness of JCRC's reports to stakeholders, which includes the integrated report and any supplementary information. It is supported in this regard by the Audit and Risk Committee and the Finance and Planning Committee. The Board has considered the integrated report and is satisfied that it has been prepared in accordance with the Integrated Reporting Framework. Considering the reliability of information presented and the completeness of material items discussed, and based on the combined assurance process followed, the Board approved the 2023 integrated report and supplementary information on 8th to 17th December 2023.

PROF. Charles Ibingira
JCRC Board Chairman

Charles Ibingira

Dr. Cissy Kityo Mutuluza
JCRC Executive Director

Cissy Kityo

Mr. Richard Masereje
Board Secretary

R. Masereje

JCRC stands at the forefront of medical research and healthcare innovation in Uganda, driving transformative change through ground-breaking research, cutting-edge clinical services, and impactful training programs. Founded with a mission to combat HIV/AIDS, JCRC has evolved into a beacon of hope, delivering affordable health solutions and shaping the future of healthcare.

Our specialized clinical services not only provide essential care but also contribute to research that improves lives. Through our training programs, we empower a new generation of healthcare professionals, ensuring that the region is equipped to meet emerging health challenges.

JCRC's impact is sustained through strategic alliances with global donors, government bodies, and leading research institutions. By continuously innovating and expanding our program offerings, we remain resilient in the face of evolving healthcare needs. Our unwavering commitment to quality, ethical governance, and environmental stewardship ensures that JCRC creates unparalleled value by pioneering research that fuels policy making and delivers practical health solutions. Our value creation model depicts how we transform inputs into our service delivery, and considers the impact of our business on the six capitals. We believe that our integrated report provides a transparent and balanced account of how we create, preserve or erode value.

HOW WE DEFINE THE SIX CAPITALS

We use resources representing all six capitals set out in the Integrated Reporting Framework as inputs in our business. We ensure that our business remains sustainable across all the capitals, and we are experiencing varying degrees of constraints across all the capitals.

Our interpretation of the capitals is set out below, with detail provided in the individual sections dealing with each of the capitals.

Financial capital:

JCRC relies on internally generated funds, donor funding, grants, and collaborations with various international, local bodies, and Government of Uganda to support its mission. Through prudent financial management and strategic partnerships, we ensure a steady flow of funds for health programs, research, and clinical services.

Financial sustainability is a key objective, guiding our investments into cutting-edge research and innovative healthcare solutions. By effectively managing resources and cultivating strong collaborations, JCRC remains well-positioned to advance medical research, improve patient care, and contribute to global health initiatives, ensuring long-term impact and success in the health sector.

Manufactured capital

JCRC's physical infrastructure at Lubowa and other regional centres, featuring state-of-the-art laboratories, clinics, and newly established incineration and autoclaving services, plays a pivotal role in supporting both our operations and the broader health community. Our advanced facilities are integral to the local and national health systems, providing essential services to surrounding health facilities and ensuring high standards of care.

JCRC laboratory is level 3, College of America Pathologists (CAP) certified and subscribes to other bodies such as; WHO, and SANAS, a mark of excellence that confirms our adherence to global best practices. Additionally, our participation in the CDC-SPHL project has significantly elevated the quality of laboratory services across the country, reinforcing our commitment to enhancing healthcare delivery nationwide. These investments in infrastructure not only bolster JCRC's capacity but also contribute to the resilience and effectiveness of Uganda's health sector.

Natural capital

Environmental sustainability is a core focus at JCRC. We are committed to reducing our environmental footprint through initiatives like advanced waste management, using our incinerator and autoclaving services, which ensure safe and efficient disposal of medical waste. Additionally, the greening of our campus reflects our dedication to creating an eco-friendly working environment.

These efforts not only enhance our internal operations but also support the environmental needs of neighboring health facilities. By prioritizing sustainability, JCRC contributes to a healthier, cleaner environment, reinforcing our role as a responsible leader in the healthcare sector.

Human capital

JCRC is driven by a team of skilled scientists, medical professionals, and administrative personnel dedicated to advancing research, clinical care, and diagnostics. Continuous capacity building through training and development programs ensures that our workforce remains at the forefront of global health solutions.

Social and relationship capital

We build and maintain valuable relationships with a broad range of stakeholders, including local communities, research partners, government agencies, and global donors. Our CSR initiatives, such as the sickle cell awareness campaign and donations of life-saving medication, enhance the well-being of vulnerable populations and reinforce JCRC's role in contributing to social health.

Intellectual capital

With a robust focus on research and innovation, JCRC has become a leader in biomedical advances, notably in developing an injectable ARV, gene therapy, and bone marrow transplants. Our intellectual capital is further amplified by the institutionalization of the Bio-Risk Committee and IRB, which enhances research quality, safety, and compliance within JCRC and beyond.



Continues to next Pg...





Selected inputs and outputs to the value creation process are highlighted in the business model from.....PG. 5

APPROACH TO PRESENTATION

This integrated report reviews our financial, operational, environmental, social, and governance performance for the financial year from 1st July 2022 to 31st June 2023, and considers the outlook for the future. This report's financial and non-financial performance data relates to the 2023 financial year.

The report covers the entire performance of JCRC, and the information presented is comparable to that of prior years. Although the integrated report contains a set of condensed annual financial statements, it should be read in conjunction with the annual financial statements, for a complete overview of financial performance.



The list of KPIs subject to reasonable assurance are set out from page

Our integrated report is based on the guiding principles and content elements contained in the revised Integrated Reporting Framework, issued in January 2021. The content is further guided by legal and regulatory requirements, such as the Companies Act, the King IV Report on Corporate Governance, as well as global best practices GRI and Good Clinical practices, ISO 26000, TCFD, OECD Guidelines, AA1000, and UNGC: Upholding ethical practices, stakeholder engagement, and ISO 14001 environmental responsibility, and IFRS revealing commitment to transparent financial reporting.

We are committed to providing a balanced, transparent, and complete account of our performance, by focusing on matters material to our ability to create, preserve or erode value. We also consider qualitative and quantitative matters material to our operations and strategic objectives, as well as strategic risks and opportunities.

Through our short-term turnaround and longer-term strategic objectives, our use of and impact on the six capitals are connected to our strategy, material matters, organizational and strategic risks, key performance indicators (KPIs), and performance. In our context, short-term means within one year after year-end, medium-term within one to five years, and long-term more than five years.

PREPARATION PROCESS

A team from Operations and Administration, led by Deputy Executive Director of Finance and Operations, Mrs. Drollah Ssebagala, is responsible for preparing JCRC's integrated report and supplementary information. This report comprehensively covers JCRC's financial and operational performance, with the team collaborating with representatives from all operational areas to ensure accuracy and relevance.

JCRC submits quarterly performance reports to key stakeholders, such as the Board of Directors (BOD) and donors. These reports provide insights into the organization's financial health, operational progress, and strategic achievements, forming a key input for the integrated report to present a well-rounded picture of JCRC's performance. Along with these reports, the strategic work plan and budget are crucial components of the integrated report, providing context for JCRC's long-term goals and financial strategies. After completion, the report undergoes a thorough review, and the Board of Directors gives final approval before publication, ensuring alignment with JCRC's objectives and stakeholder expectations.

The content is further guided by the material matters determined during the preparation process. Content is reviewed by subject matter experts from the business, as well as executives and Board members, with the Audit and Risk Committee and the Finance and Planning Committee formally recommending approval of the report to the Board. In approving the integrated report, the Board assumes ultimate accountability for the content, completeness, and reliability of the report.



The materiality determination process and resulting material matters are discussed on page

Financial information is presented in Uganda Shillings (UGX), our functional and presentation currency. Figures are taken from JCRC's financial statements, which are prepared under IFRS. Non-financial data was reported regularly to Exco and the Board and included in the quarterly shareholder report.

Our 2023 collection of reports comprises:

INTEGRATED REPORT

The integrated report is prepared in accordance with the Integrated Reporting Framework. It considers our value creation model, strategy, risks and opportunities, performance and outlook, as well as governance of these areas.

Supplementary information of interest to a variety of stakeholders is included at the back of the report. JCRC's Internal Audit Department provided reasonable assurance limited to certain quantitative information, and to a lesser extent, qualitative aspects of the report.

The Entity's external auditors, the Auditor General, provided reasonable assurance on financial performance of JCRC too.



JCRC's annual financial statements are available here... PG. 5

ANNUAL FINANCIAL STATEMENTS

The annual financial statements of have been prepared in accordance with International Financial Reporting Standards (IFRS). JCRC being a parastatal its annual financial statements have been audited by the Office of the Auditor General who issued an unqualified opinion.

SUSTAINABILITY REPORT

The sustainability report supplements and provides more detailed information on our sustainable development impact than that provided in the integrated report. The report is guided by the Global Reporting Initiative (GRI) reporting principles. It considers our contribution to the United Nations' Sustainable Development Goals (SDGs) plus National Development Plan ii/iv.

This report contains forward-looking statements regarding JCRC's business operations, including financial position, strategy, and future plans. These statements are based on current expectations, which may be imprecise or incorrect, and are not guarantees of future results.

Actual outcomes may differ due to risks, uncertainties, and various factors. JCRC does not assume any obligation to update these statements. Additionally, future performance plans or strategies mentioned in the report have not been reviewed by external auditors.



Our Impact And WHO WE ARE!

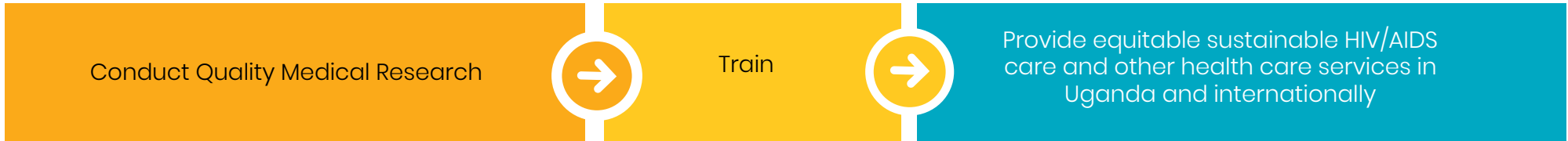
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Understanding Our Business

Our Mandate: To conduct quality medical research and training and to provide equitable sustainable HIV/AIDS care and other health care services in Uganda and Internationally.

Our Vision: “A vibrant self-sustaining Centre of Excellence in Medical Research, Training and Health Care Services”

Our Mission is Threefold:



JCRC’S BUSINESS

The Joint Clinical Research Centre (JCRC) is a not-for-profit medical organization, established in 1991 as a joint venture between the Uganda Ministry of Health, Ministry of Défense, and Makerere University Medical School (now Makerere College of Health Sciences). The Centre was founded to address the national HIV/AIDS challenge through a scientific approach.

Headquartered in Lubowa, Wakiso district, JCRC operates with four Regional Centers of Excellence (RCEs) located in Mbale, Fort Portal, Mbarara, and Gulu. With over 1,600 staff across various projects nationwide, JCRC remains a leader in medical research and clinical care.

The Joint Clinical Research Centre (JCRC) was established in 1991 as a collaborative effort between the Government of Uganda, Makerere University, and the Ministry of Health to address the growing HIV/AIDS epidemic. Initially focused on providing clinical care and conducting research on HIV/AIDS, JCRC has since evolved into a leading medical and research institution in Uganda, expanding its scope to cover a broad range of health challenges. JCRC operates a state-of-the-art laboratory network that is CAP-accredited, making it one of the most advanced in the region. Its commitment to innovation is underscored by its research breakthroughs in HIV treatment, notably the development of the injectable ARV. Through partnerships with global donors like USAID and CDC, JCRC has played a pivotal role in strengthening Uganda's healthcare system, extending its expertise to public and private health facilities.

The Joint Clinical Research Centre (JCRC) stands as a beacon of excellence in medical research, clinical services, and healthcare innovation in Uganda. Since its inception, JCRC has consistently pushed the boundaries of medical research, establishing itself as a leader in the fight against HIV/AIDS and other public health challenges.

The Centre's holistic approach, incorporating clinical services, research, and capacity building, allows it to deliver cutting-edge health solutions while fostering sustainability and improving the well-being of communities across Uganda and beyond. JCRC's environmental and social initiatives, such as incineration and autoclaving services, further demonstrate its commitment to environmental conservation and societal health. With a strategic focus on research, clinical services, and sustainability, JCRC continues to lead efforts in combating both local and global health challenges.

IR An overview of the functions of subsidiaries is set out under "Group overview" on page....

Key strategic function offering Oversight to JCRC:

- President of Uganda- Patron
- Ministry of Health.
- Makerere College of Health Science
- Ministry of Défense

Regulators of Research work:

- National Council for Science & Technology- protocol
- National Drug Authority - Drug production
- World Health Organisation - Good Clinical practices
- College of American Pathologist -Laboratory services
- NEMA- Incineration & Environment.

Support lines

- Community Advisory Board
- Community Liaison Volunteers
- District Health Officers

Strategic Platforms

- Research Directorate
- Clinical Directorate
- CAP certified Laboratory
- Finance & Operations

Coverage

1. Centres of Exellence: Mbale, Kakira, Gulu, Fort portal and Mbarara

2. Field Offices – Lango and Kigezi (Heath systems Strengthening through):

- USAID LPHS programs

3. National Coverage: Strengthening Laboratories of all Government aided Health Centres - CDC Program

4. Global Hope project at Mulago Referral Hospital offering Care and treatment in Children through PHO - **Oncology program**

1200
Lab Testing Menu

122,000
Samples storage capacity
Biorepository

150
Medical Personnel Staffing

114,000
ARTS patients under
our care

250
CumulativeRecognition
For Excellence

84
Labs certified and supported
across Uganda

40
Clinical Trials

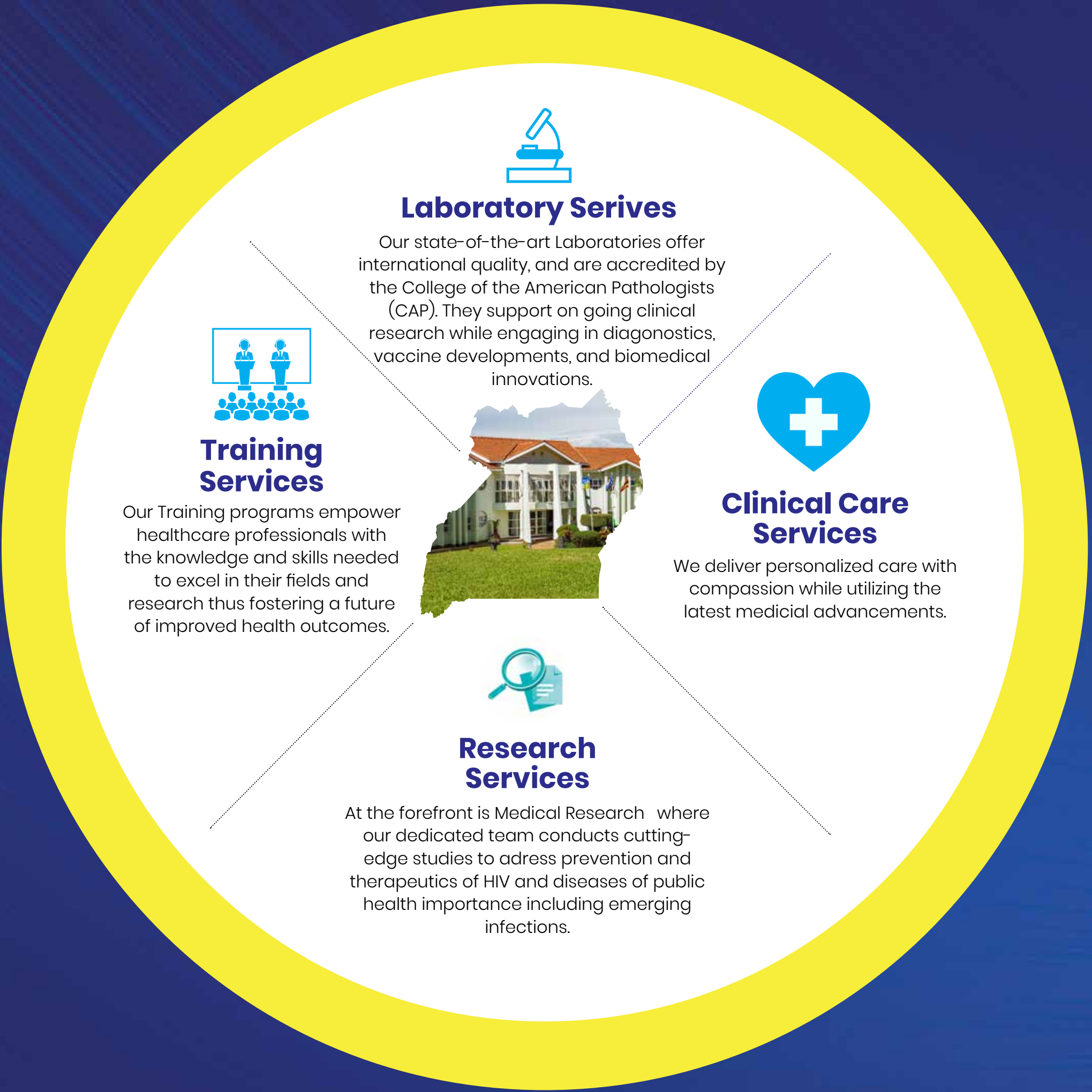
350 tons
Waste Burning Capacity

2
Incineration Plants

Understanding Our Business Continues....

Our Core Services

The Joint Clinical Research Centre (JCRC) is dedicated to advancing health through its comprehensive suite of core services. Through these core services, JCRC aims to improve patient outcomes, advance scientific research, and contribute to the development of effective healthcare solutions:



The Joint Clinical Research Centre (JCRC) stands as a beacon of excellence in medical research, clinical services, and healthcare innovation in Uganda. Since its inception, JCRC has consistently pushed the boundaries of medical research, establishing itself as a leader in the fight against HIV/AIDS and other public health challenges.

Its pioneering efforts have led to groundbreaking advancements, significantly improving patient outcomes and positioning JCRC at the forefront of global health initiatives.

Understanding Our Business Continues....

**Advancing Global Health:
JCRC's Leadership in Research and Innovation**

The Joint Clinical Research Centre (JCRC) has established itself as a leader in health research, both in Uganda and globally. Originally focused on HIV/AIDS research, the Centre's research portfolio has expanded significantly over the years to include diverse fields such as tuberculosis, cancer, sickle cell disease, and emerging health challenges. This capacity has been strengthened by its CAP-accredited laboratories and advanced biomedical technologies, positioning JCRC at the forefront of medical research in sub-Saharan Africa.

In 2004, JCRC made history as the first organization in Uganda to secure funding from PEPFAR. This ground-breaking achievement was a testament to JCRC's capability in handling complex health programs, particularly in the fight against HIV/AIDS. The success of this partnership built long-term trust with PEPFAR, leading to numerous subsequent funding opportunities. Today, JCRC has diversified its focus beyond HIV care, expanding into other critical medical areas, while continuing to play a pivotal role in advancing health outcomes nationally and globally. Research Capacity and Achievements

Research Capacity and Achievements

The Joint Clinical Research Centre (JCRC) is Uganda's first recipient of PEPFAR funding, marking a journey of innovation and excellence in the fight against HIV/AIDS. As a key government partner, JCRC has significantly advanced HIV treatment, including the recent development of injectable antiretroviral therapy (ARV).

Beyond HIV, JCRC has expanded its focus to include cancer treatment, bone marrow transplantation (BMT), and biomedical research. This evolution underscores its commitment to addressing a wider range of health challenges and enhancing healthcare delivery in Uganda.

Regulation and Oversight

JCRC's research activities are strictly regulated to ensure adherence to ethical standards and scientific integrity. The Centre is governed by both national and international regulatory bodies. Locally, JCRC works in close coordination with the Uganda National Council for Science and Technology (UNCST) and the Ministry of Health. The Institutional Review Board (IRB) at JCRC also plays a critical role in reviewing and approving all research protocols to ensure that studies meet ethical standards and regulatory requirements.

Furthermore, JCRC's Bio Risk Committee monitors and manages biosafety protocols, ensuring that the research environment adheres to global best practices. The Centre also follows stringent guidelines from international partners such as the U.S. Food and Drug Administration (FDA) and World Health Organization (WHO), ensuring that its research meets global standards. Future Outlook

As JCRC looks to the future, its research strategy is focused on expanding its capacity to tackle emerging health challenges, including non-communicable diseases and gene therapy. Innovations in areas such as Bone Marrow Transplant (BMT) and gene therapy are set to elevate JCRC's position as a leader in cutting-edge medical research. The Centre is also exploring opportunities to enhance its product development capabilities, aiming to move from clinical trials to industrialization of biomedical products.

In addition to technical advancements, JCRC is committed to building local research capacity through training and development. Its strategic goal of expanding training programs and operating a regional training hub will ensure that the next generation of Ugandan researchers are equipped with the skills needed to drive future health innovations.

Looking ahead, JCRC's research capacity is expected to continue evolving, with a focus on creating sustainable, evidence-based health solutions that address both local and global health issues. The Centre's strong regulatory foundation, combined with its innovative research agenda, ensures that it will remain a vital player in the global health research landscape.



JCRC has built a strong reputation as a hub of scientific and clinical research in Uganda and globally. Its research capacity is focused on addressing pressing health issues such as HIV/AIDS, tuberculosis, sickle cell disease, and emerging infectious diseases. JCRC's research agenda is driven by a combination of donor funding, collaboration with international research institutions, and local capacity-building initiatives.

Key Aspects of JCRC's Research:

1. HIV/AIDS Research

Since its inception, JCRC has been a leading institution in HIV research. The Centre has been at the forefront of clinical trials for new treatments, including the recent development of an injectable antiretroviral (ARV) that offers an alternative to daily medication for HIV patients.

2. Clinical Trials

JCRC conducts multiple clinical trials, particularly in infectious diseases, pharmaceuticals, and vaccine development. These trials are conducted under stringent ethical and regulatory guidelines, ensuring the highest levels of safety and scientific rigor.

3. Biomedical Innovations

JCRC's research goes beyond treatment, exploring areas like gene therapy and bone marrow transplantation (BMT). These cutting-edge therapies hold promise for patients with previously untreatable conditions, such as genetic disorders and cancers.

4. Collaborative Research Projects

Through partnerships with organizations like the U.S. Centers for Disease Control (CDC) and USAID, JCRC is involved in international multi-site clinical trials and research projects. These collaborations have significantly expanded JCRC's global footprint.

5. Strengthening National Health Systems

JCRC is playing a key role in strengthening laboratory systems across Uganda through the CDC-SPHL project, which has helped several government hospital laboratories receive international accreditation under SANAS (South African National Accreditation System).

6. Research Dissemination

JCRC is committed to sharing its findings with the scientific community and policymakers through peer-reviewed journals, conferences, and workshops. This ensures that research outcomes inform evidence-based policies and health solutions.

JCRC Value Creation Model

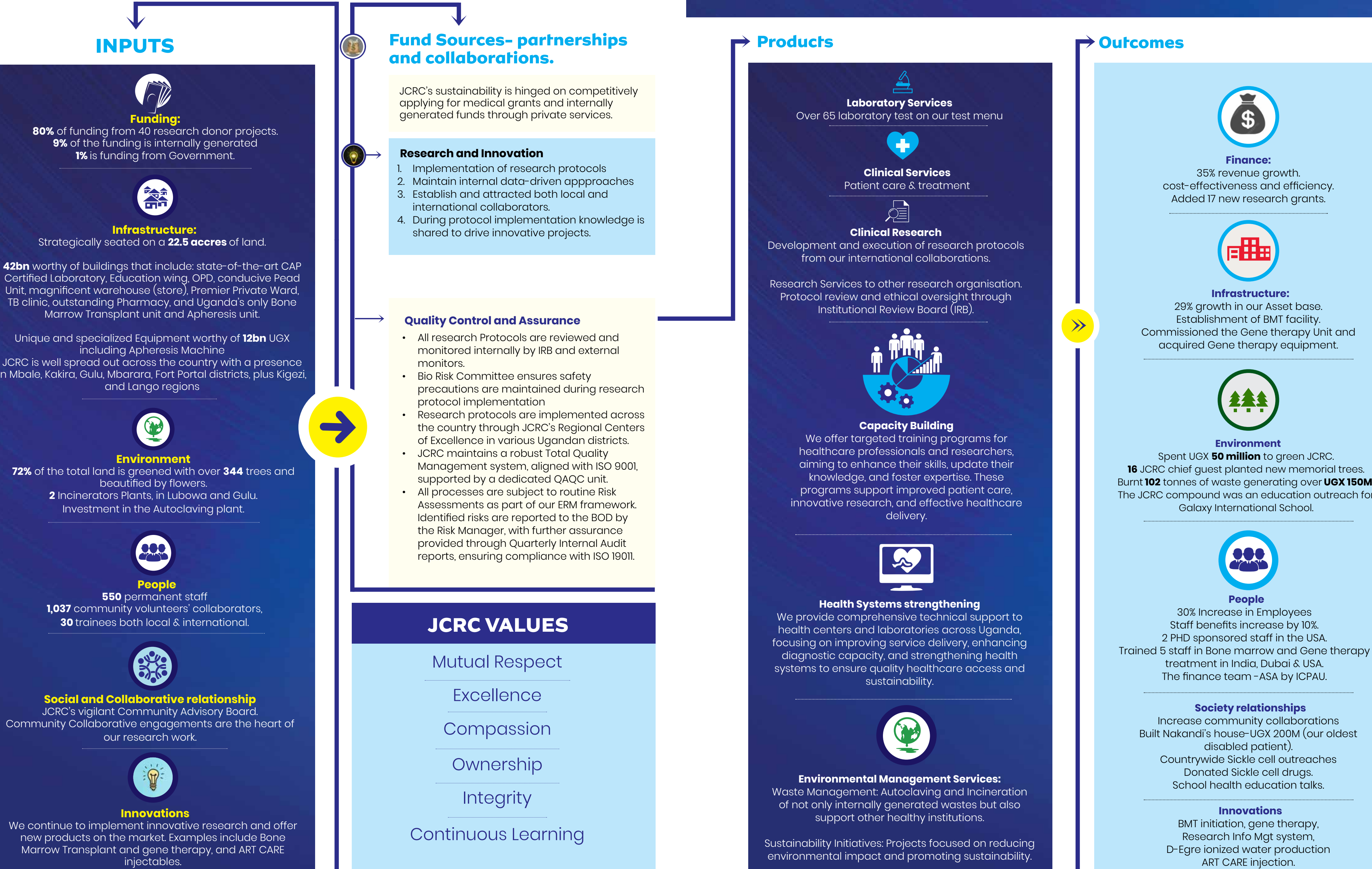


The JCRC Value Creation Model integrates cutting-edge research, clinical excellence, and capacity building, supported by CAP-accredited labs and global partnerships. This model drives impactful health solutions, advancing innovations in HIV/AIDS, tuberculosis, cancer, and emerging diseases for lasting societal benefits. **Next Page**

JCRC Value Creation Model

MANDATE: To conduct quality medical research and training and to provide equitable sustainable HIV/AIDS care and other health care services in Uganda and Internationally.

JCRC's funding is built on robust partnerships and collaborations with global organizations such as PEPFAR, CDC, and NIH. These strategic alliances provide essential financial support for JCRC's research, clinical innovations, and capacity-building efforts. By leveraging these partnerships, JCRC is able to pursue cutting-edge medical advancements, address emerging health challenges, and implement sustainable healthcare solutions. This funding model ensures financial stability while driving long-term impact on both national and global health outcomes.



The Joint Clinical Research Centre (JCRC) operates a dynamic and multifaceted business model that integrates research, clinical services, laboratory diagnostics, and environmental sustainability to deliver impactful health solutions. JCRC's value creation is anchored in addressing key health challenges while contributing to societal and environmental well-being.



1. Research and Innovation

JCRC's research activities remain central to its value creation model. Through partnerships with global health organizations such as USAID, CDC, and others, JCRC leads ground-breaking research initiatives, such as innovations in gene therapy and the development of injectable ARVs. These innovations not only advance healthcare in Uganda but also position JCRC as a key player in shaping global health research. JCRC's Institutional Review Board (IRB) ensures adherence to international standards, while the Bio Risk Committee ensures safe research practices. These research efforts generate valuable knowledge, influence policy, and strengthen healthcare delivery, attracting continuous support and funding.

2. Clinical Services

JCRC's client-centered clinical services play a key role in its value creation by combining specialized care with financial sustainability. The private wing offers critical care, pharmacokinetics, and advanced HIV treatment, while donor-funded programs focus on marginalized populations. This dual approach allows JCRC to provide high-quality healthcare to all while ensuring financial stability. Revenue generated from paying clients is reinvested into research and public health initiatives, supporting the development of new treatments and strengthening healthcare systems. This sustainable model enables JCRC to advance medical innovation and improve community health, making a lasting impact on both local and global levels.

3. Laboratory Services

JCRC's CAP-accredited laboratory is a leader in diagnostic services, supporting both research and clinical programs. It plays a crucial role in strengthening Uganda's national laboratory systems through the CDC-SPHL project, aiding accreditation of several referral hospitals. By enhancing diagnostic services nationwide, JCRC contributes to national health improvements, product development, and system strengthening. Its lab capacity not only drives advancements in medical research but also supports public health initiatives, ensuring high-quality diagnostics that positively impact healthcare delivery across the country.



4. Capacity Building

As a regional training hub, JCRC prioritizes human capital development by offering extensive training programs that build the healthcare workforce in Uganda. Its training programs cover clinical research, laboratory management, and healthcare services. This capacity-building initiative not only enhances JCRC's internal capabilities but also strengthens the broader health sector. Through these efforts, JCRC ensures the continuous development of healthcare professionals and fosters resilience within Uganda's healthcare system.

5. Value Creation

JCRC's integrated business model creates value by aligning research, clinical, laboratory, environmental, and training capacities with the healthcare needs of Uganda and the wider global health landscape. By strategically leveraging its expertise, forming collaborations, and embedding environmental and social sustainability into its core operations, JCRC ensures long-term value creation. The organization's incineration services contribute to environmental protection, while its CSR programs improve community well-being. Additionally, the combination of donor funding and revenue-generating activities ensures that JCRC remains financially viable while delivering tangible health improvements in Uganda.



7. Environmental Sustainability:

JCRC has embedded environmental sustainability into its operations by offering advanced medical waste management services. Central to this is its state-of-the-art incineration facility, which handles both JCRC's medical waste and that of neighboring healthcare facilities, such as Lubaga Hospital. The facility ensures the safe disposal of hazardous medical waste, reducing environmental and public health risks. Additionally, JCRC's autoclaving services provide an added layer of sterilization, particularly for infectious waste, enhancing safety and environmental protection.

By incorporating these eco-friendly practices, JCRC not only contributes to a cleaner and healthier environment but also sets a benchmark for sustainable healthcare delivery in Uganda. These efforts reflect the organization's broader commitment to environmental stewardship, as it aims to minimize the ecological footprint of healthcare services. Through responsible waste management, JCRC helps protect the community from potential health hazards and supports the global movement toward sustainable medical practices, aligning healthcare excellence with environmental responsibility.

Future Outlook

JCRC aims to further enhance its research capacity by expanding into new areas like non-communicable diseases, bioinformatics, and advanced biomedical product development. Through its continuous investment in training, infrastructure, and innovation, JCRC's research is poised to address both current and future health challenges. Additionally, its focus on gene therapy and biotechnology presents promising opportunities for significant advancements in the treatment of rare and complex diseases.

In summary, JCRC's research overview reflects its ongoing commitment to providing evidence-based, innovative health solutions that respond to both local and global health needs.



BOARD OF DIRECTORS

AT JULY 2023



Membership of Board committees

The Joint Clinical Research Centre (JCRC) plays a vital role in several board committees, offering strategic insights that shape decisions on healthcare research, policy, and operations. Our involvement ensures that JCRC's focus on evidence-based practices and ethical standards influences broader health initiatives. This active engagement enhances collaboration with stakeholders, driving efforts to improve healthcare outcomes and address challenges. Our commitment reflects a dedication to advancing health research and delivering high-quality care in Uganda and beyond.

Membership of Board committees

- Audit and Risk Committee
- Finance and Strategy Committee
- Appointment Committee

40%

Women

60%

Men

JCRC Board Gender Composition

Our board comprises **40%** women and **60%** men, highlighting our commitment to gender diversity and inclusive leadership. This diverse composition brings a wide array of perspectives and ideas, which enhances innovative decision-making and ensures a balanced approach to governance. Our dedication to equality is reflected in our leadership structure, driving effective and forward-thinking strategies that support our mission and organizational goals.

- 1

Professor. Charles Ibingira, (Board Chairman)
He is a professor of Medicine at Makerere University College of Health Sciences, has served as Principal, Dean, Associate Dean, and Head of the Department of Anatomy/Medical Illustration. He has published on Hernia, Mesh, and Cerebrovascular Trauma and sits on various boards. He is also a member of the College of Surgeons of East, Central, and Southern Africa.
- 2

Counsel Richard Masereje (Board Secretary)
Richard holds a Bachelor of Laws, Social Sciences, Business Management, Legal Practice, and Msc from Makerere University. He is a Commercial Court Accredited Mediator, a Professional Member of the Royal Institution of Chartered Surveyors, and a Rotarian with over 20 years of experience in legal, management, and investment consultancy.
- 3

Prof. Damalie Nakanjako, Board member
Prof. Damalie Nakanjako, a MBChB, MMED, PhD, is a professor of Medicine and Principal at Makerere University College of Health Sciences, focusing on HIV-associated chronic inflammation and immune recovery research.
- 4

CPA 1, FCCA, CA Ben Okello Luwum, Board Member
He is a member of the Institute of Certified Public Accountants of Uganda (ICPAU), ACCA, and has held various positions in various organizations. He has served as the chairman of the board of directors for various organizations, including Irene Gleeson Foundation, African Centre for Global Health and Social Transformation Limited, Five Talents Uganda, Luwum Investments Limited, Uganda Insurance Regulatory Authority, Audit Committee member in various ministries, and member of the Town and Country Planning Board.
- 5

Maj. Gen. Dr. Ambrose K. Musinguzi - Board Member
He is a board member with over 25 years of experience in medical care, has held positions at MBChB, MMED, Joint Staff Health Services, UPDF, and the National Drug Authority, and has been a member of the Joint Clinical Research Centre since 2018.
- 6

**Dr. Henry G. Mwebesa, Board member
Director General of Health, Ministry of Health**
Dr. Henry G. Mwebesa, an MBChB from Makerere University and an MPH from Leeds University UK, is the Director General of Health at the Ministry of Health. He has experience in the health sector and has held various positions within the Ministry, including Director Health Services for Policy, Planning, and Quality Assurance. Dr. Mwebesa has managed and supervised various donor-funded projects, including those funded by the African Development Bank, USAID, Islamic Development Bank, and World Bank. He has also served on the University Council at Mbarara University of Science and Technology, the National Drug Authority Board, the Hospital Management Board, Kabarole Church of Uganda Hospital, and the Uganda Demographic Health Survey 2016.

- 7

Dr. Jessica Jitta, Board member
A medical doctor with over 30 years of experience in pediatrics and child health, currently a senior researcher at Makerere University College of Health Sciences. They served as the pioneer director of the Child Health and Development Centre, a interdisciplinary research unit aimed at improving women and children's health and welfare.
- 8

**Dr. Cissy Kityo Mutuluuza
Executive Director JCRC and Board member.**
Dr. Cissy Kityo Mutuluuza, Executive Director of the JCRC and Board member, is a specialist medical doctor, vaccinologist, and public health expert with over 30 years of experience in conducting and coordinating AIDS research and care for HIV patients. She is a pioneer in Antiretroviral Therapy (ART) in Africa and has been at the forefront of scaling up HIV treatment in Uganda. Dr. Mutuluuza is the site PI for Gilead Sciences Inc. studies and Co-PI for the JCRC Clinical Research Site (CRS) of the ACTG network. She is also a member of the AIDS Task force in Uganda and has been involved in planning and writing the first strategic plan for increasing access to care and ARVs.
- 9

**Dr. Francis Ssali,
Deputy Director Research and Clinical, Ex-Official**
Dr. Francis Ssali, a physician with expertise in HIV-medicine, internal medicine, and haematology, is a member of the American Society of Hematology and the East, Central, and Southern Africa College of Physicians. He is also a member of the Uganda Ministry of Health National ART Committee, National HIV-Drug resistance Committee, and 3rd-line ART Committee.
- 10

**FCCA. Drollah N. SSebagala
Deputy Executive Director Finance & Operations, EX Official**
FCCA. Drollah N. SSebagala is a Deputy Executive Director Finance & Operations with over 20 years of experience. She has worked on various donor-funded projects and has focused on strategic management and community development initiatives. She has also worked as a tax consultant, treasurer for Women Advancing in Microfinance, and as Regional Finance Director for Eastern Africa Grain Council and Hanns R. Neumann Stiftung Africa Limited.

EXECUTIVE MANAGEMENT COMMITTEE

At July 2023



1

Dr. Cissy Kityo Mutuluza
Executive Director JCRC and Board member.

Dr. Cissy Kityo Mutuluza, Executive Director of the JCRC and Board member, is a specialist medical doctor, vaccinologist, and public health expert with over 30 years of experience in conducting and coordinating AIDS research and care for HIV patients. She is a pioneer in Antiretroviral Therapy (ART) in Africa and has been at the forefront of scaling up HIV treatment in Uganda. Dr. Mutuluza is the site PI for Gilead Sciences Inc. studies and Co-PI for the JCRC Clinical Research Site (CRS) of the ACTG network. She is also a member of the AIDS Task force in Uganda and has been involved in planning and writing the first strategic plan for increasing access to care and ARVs.

1



2

Dr. Francis Ssali,
Deputy Director Research and Clinical, Ex-Official

Dr. Francis Ssali, a physician with expertise in HIV-medicine, internal medicine, and haematology, is a member of the American Society of Hematology and the East, Central, and Southern Africa College of Physicians. He is also a member of the Uganda Ministry of Health National ART Committee, National HIV-Drug resistance Committee, and 3rd-line ART Committee.

2



3

Mrs. Drollah N. SSebagala
Deputy Executive Director Finance & Operations, EX Official

Mrs. Drollah N. SSebagala is a Deputy Executive Director Finance & Operations with over 20 years of experience. She has worked on various donor-funded projects and has focused on strategic management and community development initiatives. She has also worked as a tax consultant, treasurer for Women Advancing in Microfinance, and as Regional Finance Director for Eastern Africa Grain Council and Hanns R. Neumann Stiftung Africa Limited.

2

Our Purpose:

The JCRC Executive Management Committee (EMC) is responsible for the strategic leadership and governance of the Joint Clinical Research Centre. Comprising senior management and key departmental heads, the EMC ensures the organization's mission of providing cutting-edge HIV/AIDS research, treatment, and capacity building is met.

The committee oversees decision-making processes, aligning resources to operational goals, maintaining financial sustainability, and fostering an ethical, innovative research environment. Through periodic meetings, the EMC reviews organizational performance, addresses emerging challenges, and strategizes on future initiatives, including partnerships, infrastructure development, and enhancing the Centre's impact on public health.

Scope of Work and the Functions Covered

The ExCo is composed of 3 senior leaders that oversee key directorates. Deputy Executive director Research and Clinic Research overseeing Research Directorate and Clinical Services directorates, DEDputy Executive director Finance and Operations that includes Finance and Administration directorate Information Technology and Human resources and Excutive directort who oversees, Monitoring and Evaluation, Risk and Internal Audit, and Program Management.

The committee meets regularly to review strategic performance, operational challenges, emerging risks, and future opportunities. This collaborative approach fosters integrated decision-making and ensures that JCRC remains responsive to changing environments in the healthcare and research sectors.

JCRC Senior Management Team



1

BENSON OUMA
Director Laboratory



2

DR. MARY NAMUBIRU
Head of Programs



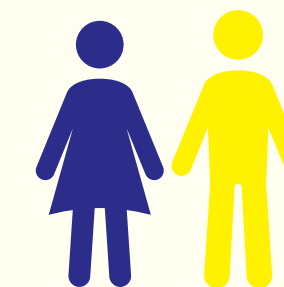
3

DR. DAN MUYANJA
Director Clinical Services



4

DR. HENRY MUYANJA
Director Research



Gender

JCRC's Senior Management Team consists of 3 women and 4 men, reflecting a balanced leadership structure across the organization.



Number of Directors

JCRC operates through four key directorates: Research, Programs, Clinical, and Laboratory, each led by a dedicated Director. These directorates ensure comprehensive management and coordination across their respective areas of expertise.

Department Heads and Managers took a group photo with the Senior Management Team following the conclusion of the senior management meeting, capturing a light-hearted moment.





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Chairman's Statement

Reflecting on 2023: Strengthening the Foundation for a More Resilient and Responsive JCRC

As we reflect on the 2023 performance of the Joint Clinical Research Centre (JCRC), I am proud to highlight the remarkable progress we have made towards our mission of strengthening research, clinical services, and operational excellence. This year presented numerous challenges, including the ever-evolving health landscape and an increasingly complex regulatory environment. Despite these challenges, JCRC has demonstrated exceptional resilience and agility through strong governance, sound strategic leadership, and a deep commitment to sustainable growth.

Towards a More Resilient and Responsive JCRC

In 2023, JCRC took significant strides toward enhancing its resilience and responsiveness to the dynamic health environment. One of the most notable achievements was our transition to an integrated risk management framework. This comprehensive approach, which included the establishment of a dedicated risk management function, has significantly strengthened our ability to proactively identify and mitigate risks. By embedding risk management into our core operations, we have enhanced our capacity to anticipate and respond to emerging challenges. This initiative has not only reinforced our operational integrity but also ensured that we are well-equipped to navigate uncertainties with confidence.

Our integrated risk management framework has allowed us to better understand potential threats and opportunities, enabling us to make informed decisions that align with our mission and values. This proactive approach has been instrumental in safeguarding our operations and ensuring that we remain focused on delivering high-impact research and clinical services. As we continue to refine this framework, we are committed to maintaining a culture of vigilance and adaptability, which will be crucial for addressing future complexities in the health sector.

Financial Considerations: Securing Sustainable Growth

Financial sustainability remains a cornerstone of our strategic approach. Throughout 2023, we maintained a vigilant focus on our financial health by optimizing resource allocation and securing diverse funding streams to support our research and clinical services. We faced financial pressures head-on by implementing

Chairman’s Statement ...Continues

robust management practices and exploring new avenues for revenue generation.

Our strategic financial management has enabled us to continue delivering high-quality services while also investing in innovative research initiatives. By diversifying our funding sources and enhancing our financial management practices, we have not only ensured our operational stability but have also positioned ourselves to drive significant advancements in healthcare. This financial prudence has paved the way for transformative research that has the potential to improve patient outcomes and advance the field of medicine on a broader scale.

We remain committed to pursuing sustainable growth by leveraging our financial resources effectively and exploring new opportunities for collaboration and investment. Our focus on financial health will continue to be a key driver of our success as we work towards our long-term goals and strive to make a meaningful impact in the health sector.

Building a High-Performance Ethical Culture
A high-performance culture, rooted in ethical principles, is integral to our success. In 2023, we intensified our efforts to foster an environment where integrity, accountability, and excellence are paramount. We launched a series of initiatives aimed at enhancing employee engagement, promoting ethical behavior, and reinforcing our organizational values.

Our commitment to building a high-performance ethical culture is reflected in the investments we have made in our people and the continuous improvements we have implemented. By creating an environment that values ethical behavior and encourages ongoing development, we have laid a solid foundation for sustained success and innovation. Our initiatives have included training programs, mentorship opportunities, and efforts to recognize and reward outstanding contributions from our team members.

These efforts have not only strengthened our organizational culture but have also empowered our employees to contribute to our mission with a renewed sense of purpose and commitment. By fostering a culture of excellence and ethical behavior, we are better positioned to achieve our goals and maintain the trust and support of our stakeholders.

Looking Ahead: The Future of JCRC
As we look ahead, we are optimistic about JCRC’s future. Our leadership is confident in our ability to navigate the complexities of the global health landscape and to drive forward with our mission. We remain unwavering in our commitment to fostering innovation in health research and clinical excellence.

Looking forward, we plan to continue building strategic partnerships that enhance our capabilities and expand our impact. By collaborating with leading organizations and leveraging cutting-edge technologies, we aim to advance our research and clinical services to new heights. Our investment in talent development

Building Resilience and Responsiveness: Laying the Foundation for a Stronger JCRC in 2023

In 2023, we demonstrated unwavering commitment to advancing research, care, and capacity building amidst evolving challenges.

By reinforcing our financial resilience and fostering a robust ethical culture, we laid the groundwork for an even stronger, more responsive JCRC.

This year has not only tested our resolve but also strengthened our foundation, ensuring that we are well-positioned to meet future demands with agility and integrity.”



and technological innovation will be crucial in maintaining our position at the forefront of medical research and healthcare delivery.

We are dedicated to staying ahead of industry trends and leading the way in addressing pressing health challenges. Our future strategies will focus on enhancing our research capabilities, improving patient care, and contributing to the advancement of medical knowledge. By embracing innovation and pursuing excellence, we are confident that JCRC will continue to play a pivotal role in shaping the future of healthcare.

Conclusion:
A Commitment to Excellence and Impact
In conclusion, 2023 has been a year of significant achievements and valuable lessons for JCRC. Our resilience in the face of adversity, financial prudence, and commitment to building a high-performance ethical culture have positioned us for continued success. As we move forward, we remain steadfast in our mission to advance health research and clinical services, delivering value to our stakeholders and making a lasting impact on the communities we serve.

Our dedication to these principles ensures that we are not only prepared to meet the challenges of the future but are also well-positioned to make a meaningful difference in the world of health and clinical research. Together, we will continue to build a stronger, more resilient, and responsive JCRC, dedicated to excellence and innovation in every aspect of our work. Our commitment to these values will guide us as we strive to achieve our vision and fulfill our mission, making a positive impact on global health and enhancing the lives of those we serve.

Charles Ibingira
Prof. Charles Ibingira
Chairman JCRC Board



Executive Director’s Review

The year 2023 has been a landmark period for the Joint Clinical Research Centre (JCRC), marked by remarkable achievements and significant strides in sustainability and value creation. This Integrated Annual Report provides a comprehensive view of our performance, highlighting not just financial metrics but also our commitment to sustainable growth and social responsibility...

2023: A Year of Transformation and Leadership at JCRC

Our unwavering commitment to generating long-term value has been bolstered by a strategic emphasis on pioneering research innovations, exceptional clinical services, and proactive community engagement. These core areas have collectively propelled us towards setting new standards in healthcare delivery and research excellence.

Among our most outstanding advancements this year is our groundbreaking work in gene therapy and the development of an injectable antiretroviral (ARV). These innovative health solutions not only exemplify our dedication to addressing complex medical challenges but also position JCRC at the forefront of transformative healthcare innovations. The success of these projects promises improved patient outcomes and offers hope to countless individuals affected by chronic and life-threatening conditions.

In alignment with our sustainability objectives, we have successfully expanded our incineration services, thereby enhancing our capacity for efficient and environmentally responsible waste management. This expansion has yielded benefits beyond our facility, enabling us to extend critical support to neighboring hospitals and organizations within the neighborhood. This collaborative effort underscores our role as a vital partner in strengthening healthcare infrastructure and promoting public health safety across Uganda.

Maintaining excellence in laboratory services remains a cornerstone of our operations. Our CAP-certified laboratory has once again upheld its esteemed accreditation, reflecting our steadfast dedication to quality and precision in diagnostic services. Furthermore, through our strategic partnership with the CDC-SPHL, we have provided invaluable support to numerous government hospital laboratories nationwide, assisting them in achieving SANAS accreditation. These accomplishments demonstrate our commitment to elevating

What do you want people to focus on?

I want people to focus on our commitment to advancing research and integrating new innovations into our practices.

At JCRC, our priority is to push the boundaries of medical research through cutting-edge studies and technological advancements. By fostering a culture of curiosity and collaboration, we are driving breakthroughs that enhance clinical outcomes and improve patient care.

Professionally, it’s crucial that we continue to build expertise, stay ahead of industry trends, and apply our findings to real-world challenges.

Emphasizing these areas will ensure that JCRC remains at the forefront of medical research, continually elevating our impact on global health and reinforcing our role as a leader in the field.

healthcare standards and fostering a culture of continuous improvement within the medical community.

Our dedication to environmental sustainability is evident through ongoing initiatives aimed at greening our campus, reducing our ecological footprint, and promoting sustainable practices across all operations.

Simultaneously, we remain committed to our role as a responsible corporate citizen. This year, we advanced our sustainability initiatives including widespread sickle cell awareness campaigns and impactful CSR activities, highlight our holistic approach to value creation and our deep-seated commitment to the well-being of the communities we serve.

As we look ahead, JCRC remains resolute in its mission to drive research excellence, enhance healthcare delivery, and foster innovation that transforms lives. We are committed to sustaining and expanding our leadership role within Uganda’s health ecosystem, continually seeking opportunities to make lasting, positive impacts on society.

I would like to thank the members of the Board of Directors for their trust and highlight their great dedication and active participation which made the JCRC the thriving organization that it is today. Their commitment and support continuously push us to pursue our goals and are invaluable for our growth.

My heartfelt thanks go to my colleagues who all bring different skills and ideas to the team thus creating a very positive and challenging work atmosphere. Together we push our limits to promote progress and continuous improvement. Together with our dedicated team, partners, and stakeholders, we will continue to build upon this year’s successes and strive towards a healthier, more equitable future for all.

Cissy Kityo
Dr. Cissy Kityo Mutuluzza
Executive Director, JCRC



Deputy Executive Director Finance and Operations’ Commentary

“As Deputy Executive Director of Finance and Operations, I am proud to reflect on a transformative year for JCRC. In 2023, we focused on strengthening our financial frameworks and operational efficiency to support our growing portfolio of research and healthcare initiatives. Despite facing external challenges, we reinforced our fiscal discipline and embraced innovative solutions to enhance service delivery. Our achievements this year reflect our commitment to sustainability and organizational resilience, laying the foundation for JCRC’s continued growth and responsiveness in the years ahead.”



The JCRC balance sheet expanded impressively with total assets reaching UGX 73,767 billion from UGX 91,898 billion the previous year, representing a 25% increase.

35%

Revenue Growth
in FY 2023 was remarkable compared to FY 2021-2022, driven by increased funding from PEPFAR-supported programs and a surge in new research studies. The year saw an influx of collaborators, reflecting our expanding reputation and capacity. These strategic partnerships and investments have significantly bolstered our financial standing, ensuring continued growth and the sustainability of our operations.

How would you describe JCRC’s financial performance over the past year?

I am pleased to share with you the progress, achievements and insights of JCRC in our pursuit for financial sustainability and operational excellence. This integrated annual report highlights not only our financial performance but also our commitment to responsible and impactful management practices in the year. Focused on sustainable finance. Our focus on sustainable financial management has been pivotal in navigating these complexities, enabling us to drive positive change and uphold our commitment to our stakeholders.

We capitalized on growth opportunities while at the same time taking steps to address challenges in the operating environment. The year 2023, was pivotal and presented a big test to JCRC as this was the immediate recovery period immediately after the cyber-attack that struck the entity in 2022.

Despite a challenging economic landscape, JCRC had to make huge capital investments to rebuilt and sustain the affected JCRC ICT operating systems to be able to reestablish and maintain all the affected systems to reinforce the JCRC strategic vision. As we reflect on the performance of FY 2022/2023, the country's economic distress had a direct impact on JCRC's financial sustainability, requiring us to make difficult trade-offs between liquidity, as well as accommodating spend on our operational and capital expenditure programs, the Centre demonstrated resilience and success in many aspects.

I am proud to mention that despite the modest resources that were availed during the year, yet faced with many competing priorities, the team triumphed in all ways. The situation required unique skills and capabilities to go over these unique challenges and I can attest that JCRC has attracted the best talent in the region.

This reflects correctly in the many accolades that that were won during the year by the different sections among others; The JCRC was awarded as a Best Research Institutions for the year 2023 voted by Ugandan Visionaries 2023, the JCRC Finance Team, was awarded as the Best Finance Team for the year 2023 as awarded by the Institute of Certified Public Accountants (ICPAU). Congratulations to the winning Team.

Financial Performance and Sustainability

This year, we reported a revenue growth of 35% as compared to FY 2021-2022, this was as result of increased funding from PEPFAR funded programs, and the new research studies and collaborators that were attracted during the year. Diversification was a key strategy that led to the expansion of revenue sources, expanded market share and launched new products and services.

This included among others, Wellness Clinic, Sickie Cell Clinic and many other new clinics in the Clinic. Our disciplined cost management and operational efficiencies further enhanced our profitability, leading to a rise in net income compared to the previous year. We have strategically invested in technology, a paperless environment and integration of business operations, positioning JCRC for long-term success while prioritizing the JCRC mission and vision.

Our financial performance this year reflects a strong foundation and strategic foresight. We successfully implemented measures to optimize our resources, streamline operations, and enhance our fiscal health.



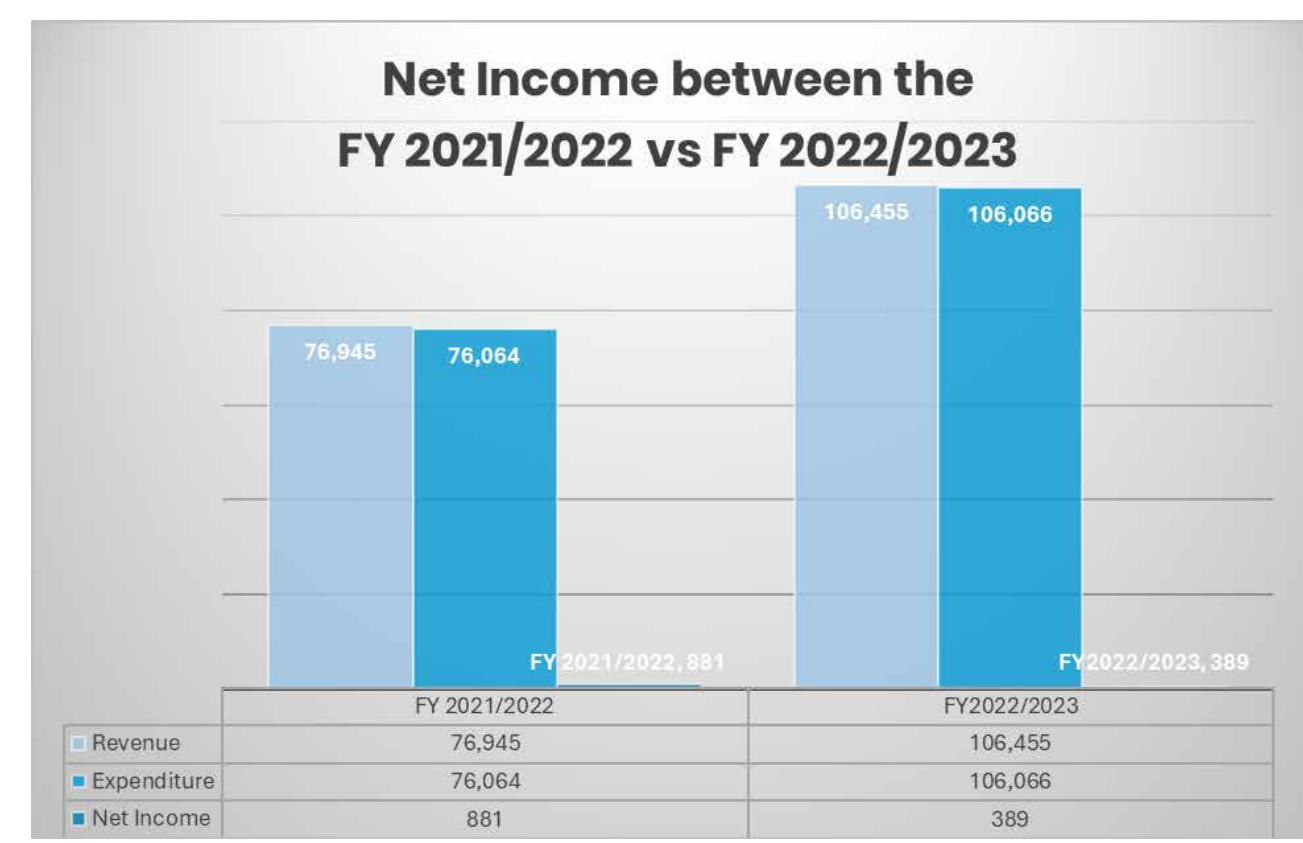
Budgeting Review

Through prudent financial planning and effective risk management, we operated with an annual consolidated budget of UGX. 121,661,342,747 as approved by the Board of Trustees represented a 42% growth in budget scope. This significant was because of the increased growth of the institution both in terms of size and scope.

A thorough budget review culture at JCRC continues to promote transparency and accountability and it holds management accountable for their decisions and fosters trust to all key stakeholders. The quarterly periodical budget reviews further provided an opportunity for Management to assess its performance through comparing actual results against budgeted figures, gave an opportunity to identify variances, and take corrective actions when necessary.

Performance Review

The JCRC balance sheet expanded impressively with total assets reaching UGX 73,767 billion from UGX 91,898 billion the previous year, representing a 25% increase. This impressive growth was reflected in the net total asset book that grew mainly because of increased cash balances resulting from overall increase in deferred income but also ensured that our investments align with our long-term sustainability objectives. The increased deferred income held at the bank is a true reflection of earned trust partners have with JCRC as a Centre of excellence.

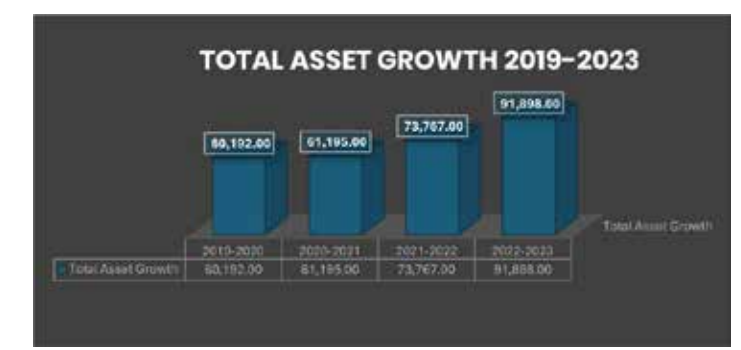
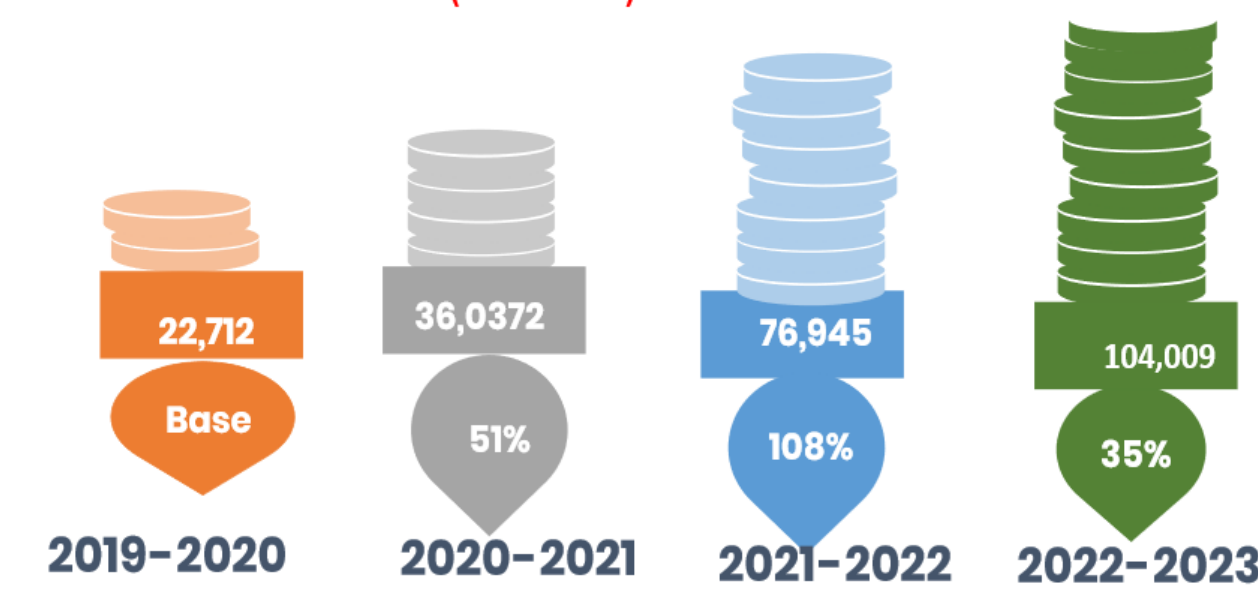


Our successes in financial management have been, and will continue to be, a joint effort between our dedicated employees and the internal and external stakeholders of our operations. As the finance and operations directorate, we are clearly aware of the importance of our fiduciary and operating responsibilities especially given our limited resources. We are facing times where we must do more with less.

However, we remained committed and resolute as responsible financial stewards to promote fiscal excellence in all aspects of JCRC operations while seeking innovative and cost-effective ways to manage our ever-changing complex programs.

JCRC Past Performance

Grow Institutional Revenue (in Millions)

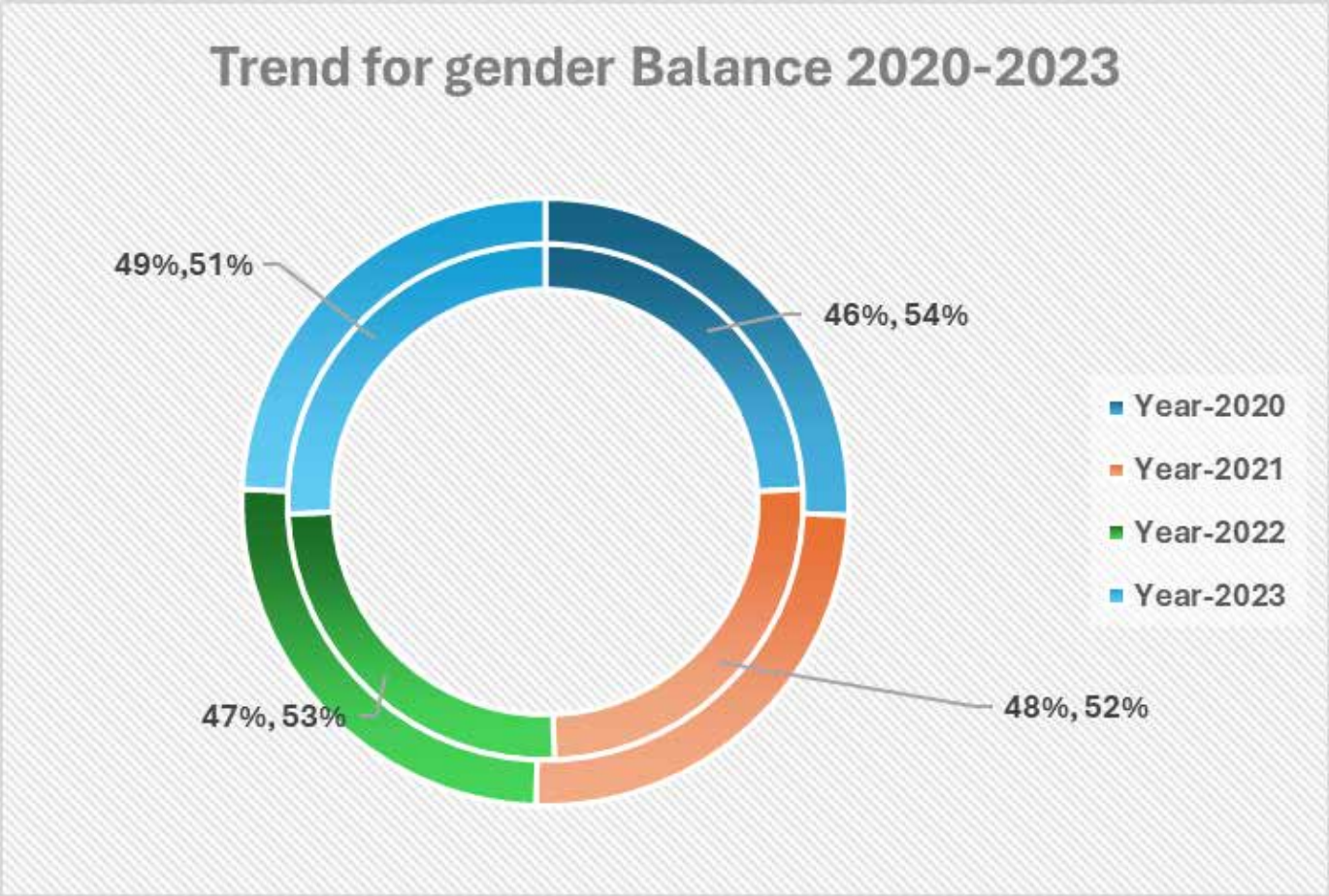


We are proud of our progress in integrating Environmental, Social, and Governance (ESG) criteria into our financial practices. By prioritizing investments that contribute to sustainable development and ethical business practices, we are reinforcing our commitment to creating value that extends beyond financial returns.

Our focus on green financing and responsible budgeting underscores our dedication to supporting initiatives that have a positive environmental and social impact. To remain financially sound, through sustainable financing, investment in the six capitals guided our effective decision-making processes throughout the year under review. One of the key focus in strategy is our priority to sustainable finance!

Operational Excellence

In our operations, we have made significant strides in improving efficiency and transparency. Our commitment to robust governance practices and ethical conduct has strengthened our operational framework and fostered trust among our stakeholders. We have implemented new integrated systems and processes to enhance our reporting and accountability to our partners and all stakeholders. In several departments, we are now rolling out a paperless movement in HR function, warehouse and research department, for purposes of ensuring that our operations are both effective and sustainable.



Staff Gender Balance

Over the past year, we have made significant strides in our gender balance initiatives; we do remain committed to be an entity that promotes gender inclusiveness.

Looking Ahead

As we move forward, we remain steadfast in our commitment to excellence, sustainability, and long-term value creation. We are continuously exploring innovative approaches to enhance our financial and operational practices, with a focus on building a resilient foundation that positions JCRC for future growth. Our aim is not only to meet but exceed the expectations of our stakeholders, contributing meaningfully to the broader mission of the Joint Clinical Research Centre.

Despite economic turbulences, we achieved significant progress in revenue growth, contributions, and asset expansion, reflecting our agility and resilience. I extend my heartfelt thanks to our dedicated team, whose tireless efforts have been instrumental in reaching these milestones. I am also deeply grateful to our partners, whose trust and collaboration have driven our success.

Together, we look forward to another year of growth, progress, and impactful contributions to the health and research communities. We remain focused on making a lasting difference in the years ahead.

Mrs. Drollah Ssebagala

Deputy ED Finance and Operations

D Ssebagala

Our JCRC Finance team led by the Deputy Executive Director Finance and Operation; Mrs. Drollah Ssebagala receiving an award at the 2023 ICPA awards.





Deputy Executive Director Research and Clinical Services' Commentary

As the Director of Research and Clinical Services at the Joint Clinical Research Centre (JCRC), I am proud to highlight our significant achievements over the past year. We have continued to expand our research capabilities, improve patient care, and strategically diversify into new areas such as Paediatric Haematology Oncology (PHO). Our Mulago-based Global HOPE project has reinforced our commitment to tackling childhood cancer, making a substantial impact on healthcare outcomes across East Africa.

It is with great pride that I reflect on the achievements of JCRC over the past year as we continue to uphold our commitment to advancing research and clinical services that improve the health and well-being of the populations we serve. Our progress is driven by innovation, dedication, and an unrelenting focus on addressing both current and emerging health challenges.

In 2023, JCRC's research efforts expanded across diverse fields, reinforcing our mission to tackle some of the most pressing health issues globally. Our diversification into sickle cell disease research marks a significant step in broadening our impact on non-communicable diseases. With a growing number of sickle cell patients in sub-Saharan Africa, we are working toward improved treatments, better patient outcomes, and the development of new interventions. By collaborating with international research bodies and leveraging cutting-edge biomedical research, we are making significant strides in this area.

Furthermore, JCRC has intensified efforts in biomedical product development, particularly in areas where there is an unmet need for affordable, accessible healthcare solutions. Our expertise in this field allows us to engage in the development and trial of diagnostic tools, vaccines, and therapeutic products that have the potential to transform the medical landscape in Uganda and beyond.

We are committed to contributing to global efforts in these fields, further strengthening our position as a leading research institution

38%

Revenue Growth
Research activities generated UGX 28 billion, hence a robust 38% increase in revenue.



In 2023, paediatric cancer cases increased by **25%**. We offered treatment to over 400 children.



50,000
No. of patients that our clinical division served.

in Africa. In addition to these expansions, our Public Health Outcomes (PHO) division continues to lead high-impact studies addressing HIV/AIDS, tuberculosis, malaria, and other infectious diseases. Our clinical trials and epidemiological research have helped shape national health policies and informed global research practices. This underscores JCRC's pivotal role in improving public health not only locally but also on the global stage.

Our clinical services remain a cornerstone of JCRC's activities, providing critical healthcare to vulnerable populations. In 2023, we continued to enhance our service offerings by integrating advanced diagnostic tools, modern treatment approaches, and patient-centric care. Our Antiretroviral Therapy (ART) clinic, recognized for its excellence, continues to improve treatment outcomes for people living with HIV/AIDS, ensuring that we remain at the forefront of the fight against this epidemic.

At the heart of our infrastructure is the biorepository unit, which for over three decades has provided a stable and reliable environment for the storage of biological samples crucial for ongoing and future research. This unit is one of the most advanced in the region, supported by uninterrupted power systems and cutting-edge technology, ensuring that critical research can continue even in the face of external challenges.

Technology plays an essential role in driving the success of our research and clinical services. In the past year, we adopted new digital health platforms and data management tools that have streamlined our operations, from patient management to research data collection.

These advancements have not only improved efficiency but also strengthened the accuracy and reliability of our work.

Looking ahead, JCRC is poised to respond to an increasingly complex global health environment. The emergence of new infectious diseases, alongside the growing burden of non-communicable diseases such as sickle cell disease and cancer, presents both challenges and opportunities. By continuously adapting our strategies and embracing innovation, we are prepared to meet these challenges head-on.

In summary, JCRC's progress in 2023 reflects our dedication to enhancing human health through high-quality research,

clinical care, and innovation. Our expanded focus on sickle cell research and biomedical product development highlights our growing influence in areas critical to the health and well-being of people in Uganda and globally. I am confident that as we continue to diversify our research portfolio and strengthen our clinical services, JCRC will remain a leading force in shaping the future of healthcare in Africa.

Dr. Francis Ssali

Deputy ED Research and Clinical Services

Francis Ssali



Our strategic context

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Considering Material Matters



Material matters encompass the high-likelihood, high-consequence factors that have a significant influence on our ability to create, preserve or erode enterprise value over the short, medium and long term. JCRC being a risk based thinking entity, Material matters are a bedrock in our risk appetite statement. considering their impact on the six capitals as well as alignment with our strategic objectives. By focusing on these material matters, we ensure that our strategic decisions, resource allocation and efforts are directed towards addressing the most critical factors that contribute to our long-term sustainability and value creation.

The materiality determination process filters matter based on their relative importance. It starts with the previous year’s material matters, and then considers:

- Changes in our operating environment
- Matters considered by the Board and its committees
- Issues raised by stakeholders
- Outcomes of our risk management process
- Significant events over the past year

As a result of this process, we have identified the following material matters, which, if not managed properly, will negatively affect our ability to create and preserve value.

Item	Material matter	Description
M1	Maintain high Research Quality	We Quickly respond to any procedure that’s not compliant with the protocol–Putting the safety and best interests of the donors, sponsors, and study patients first, and prioritizing JCRC’s interests.
M2	We ensure talent availability and Development	Fostering a work culture that promotes high performance, ethics, and integrity while ensuring that JCRC has the necessary skilled workforce to effectively manage operations, drive innovation, and address future challenges.
M3	Governance, compliance, and ethics	We Uphold strong corporate governance practices and ensuring compliance with relevant laws, regulations, and standards to promote transparency, accountability, and ethical conduct during research implementation.
M4	Data management	Data being the heart of research, we proactively limit cyber risk to, or generated by, the digital data we maintain. This includes reasonable efforts to comply with data protection laws, monitoring, response systems for attempted data breaches, IT business continuity, and maintaining appropriate insurance coverage.
M5	Compliant grant execution is the heartbeat of JCRC sustainability	We maintain financial viability and meet our obligations in grant executions. It encompasses all elements of Grant management, and financial performance, such as revenue generation, cost management, and long-term financial planning. It further considers the availability of sufficient cash and resources to meet short-term medium-term obligations and ensure our ability to continue operating as a going concern.
M6	Innovation	We are an entity that explores new marketing products, channels, markets, and Clinical research improvements to deepen impact and increase funds raised. Risks of acting as well as not acting (opportunity cost) will be quantified for major innovations before committing funds.

Operating Context

The Joint Clinical Research Centre (JCRC) operates in a dynamic environment shaped by global expectations, environmental responsibilities, and advancements in medical research. As a leader in healthcare and research, JCRC has continuously adapted to these evolving trends while upholding its core values of excellence, innovation, and sustainability.

Strategically, JCRC is committed to integrating cutting-edge research with clinical services that address pressing global health challenges. Its focus on sustainable operations ensures that the organization not only provides world-class healthcare but also minimizes its environmental footprint. JCRC's efforts in embracing technological advancements and fostering collaborations with global partners have further strengthened its position as a forward-thinking institution.

In an era where health systems face increasing demands, JCRC's resilience, adaptability, and commitment to high ethical standards enable it to navigate complex challenges while improving health outcomes both locally and globally.

JCRC'S IMPACT ON THE WORLD

JCRC's research and clinical services have made significant contributions to the global fight against HIV/AIDS, including pivotal clinical trials that have informed global treatment guidelines. The center through its excellent collaborators has been instrumental in the introduction of innovative treatments such as injectable antiretroviral (ARV) therapies, which offer new hope to millions of people living with HIV worldwide.

Furthermore, JCRC's work in expanding research capacities in Uganda and across Africa strengthens health systems and empowers local communities. Through its collaborations with international donors and organizations, including USAID and the CDC, JCRC has enhanced the ability of public health facilities in Uganda and neighbouring countries to respond to health crises. Its PEPFAR funding also makes it a leader in developing sustainable health programs in the region.

IMPACT ON THE ENVIRONMENT

As a responsible healthcare and research organization, JCRC is deeply committed to environmental sustainability. The center recognizes that its operations have an impact on the environment, particularly through clinical waste and energy consumption. JCRC has responded by bolstering its incineration services, which not only manage its medical waste but also serve nearby health facilities, including Lubaga Hospital and others in the region. The installation of autoclaving equipment further enhances its ability to manage biomedical waste in an environmentally responsible manner.

In addition, JCRC has undertaken green initiatives aimed at creating a more sustainable campus environment. Tree planting, energy conservation measures, and eco-friendly landscaping all contribute to minimizing the environmental footprint of the centre's operations, supporting the overall goal of environmental stewardship.

JCRC'S RESPONSE TO THE CHANGING MEDICAL RESEARCH SECTOR

The medical research sector is undergoing profound changes, driven by advancements in biotechnology, the growing importance of data analytics, and the emphasis on personalized medicine. JCRC has stayed at the forefront of these changes by continuously updating its research capabilities and infrastructure. Its investment in gene therapy and biomedical product development is aimed at addressing the most pressing health challenges in Uganda and globally.

To keep pace with these changes, JCRC has also invested in digital health technologies and Big Data Analytics, ensuring that its research processes are data-driven and aligned with the latest global standards. The center's ability to adopt cutting-edge technologies such as biorepository systems and genomics platforms enables it to remain competitive in the international medical research landscape. Moreover, the Research Ethics Committee (REC) and Bio Risk Committee at JCRC play key roles in ensuring that all research activities meet ethical, legal, and safety standards, ensuring compliance with local and international regulations. This rigorous regulatory framework allows JCRC to maintain high levels of trust and credibility in its research outputs.

TRENDS IN THE MEDICAL RESEARCH INDUSTRY

Several key trends are shaping the future of the medical research industry:

Precision Medicine and Gene Therapy: The shift toward personalized healthcare solutions, such as gene therapy, is becoming more prevalent. JCRC is leading in this field with its research into **bone marrow transplants (BMT) and gene editing techniques**.

Digital Health: The integration of **AI and machine learning** into healthcare is revolutionizing diagnostics, treatment protocols, and patient monitoring. JCRC is responding by incorporating **Big Data Analytics** into its research processes to enhance its scientific output.

Sustainability and Green Health: The medical industry is increasingly focused on reducing its carbon footprint and improving waste management. JCRC is pioneering in this area with its incineration and **autoclaving services**, promoting sustainability in healthcare delivery.

Public-Private Partnerships:

These are increasingly vital for enhancing healthcare delivery through resource sharing and impactful interventions. JCRC's collaborations with organizations like **USAID and the CDC** highlight its strength in navigating this collaborative space. These partnerships have enabled JCRC to expand its research capabilities, improve healthcare services, and address public health challenges more effectively, demonstrating the power of joint efforts in achieving sustainable health outcomes at both local and global levels.

The Future of JCRC's Research

Looking forward, JCRC is poised to expand its research capabilities by leveraging its international collaborations and local expertise. Its ongoing focus on gene therapy, infectious diseases, and public health interventions positions it to address both current and future health challenges.

JCRC's strategy includes further investments in laboratory infrastructure, the development of specialized research units, and the strengthening of its partnerships with global health organizations.

By staying attuned to industry trends and the evolving needs of the healthcare sector, JCRC will continue to create value through cutting-edge research, driving innovation in global health, and improving outcomes for vulnerable populations.

JCRC's strategic approach is aligned with global health priorities, ensuring that the center remains a critical player in the medical research sector while creating sustainable value for Uganda and beyond.



CRISIS IN MEDICAL RESEARCH AND JCRC'S PREPAREDNESS

The global medical research landscape is not without its challenges, and several crises could impact JCRC's ability to deliver on its mission.

The most pressing include:

Emerging Infectious Diseases:

The rise of emerging and re-emerging infectious diseases, such as Mpox, Ebola, and drug-resistant strains of tuberculosis, poses significant threats to global health. These diseases can overwhelm healthcare systems, disrupt clinical research, and divert resources from existing priorities. JCRC's proactive response involves ongoing pandemic preparedness through collaborations with national and international bodies to establish early warning systems, improve diagnostic capacities, and develop rapid response mechanisms.

Antimicrobial Resistance (AMR):

The global rise in AMR is a growing concern, with fewer effective treatments available for common infections. JCRC recognizes the urgency of addressing this issue by promoting research into novel antibiotics and treatments, as well as fostering collaborations focused on antimicrobial stewardship.

Data Privacy and Cybersecurity:

With the increasing digitalization of healthcare and research data, cybersecurity is a critical issue. As seen with the cyber attack on JCRC's systems in August 2022, there is a growing need to protect sensitive research data. JCRC has responded by establishing a cybersecurity analyst role and strengthening digital infrastructure to protect patient information and research data.

Funding Volatility:

Dependence on donor funding and grants can lead to financial instability, especially when global economic conditions tighten or geopolitical issues arise. JCRC is working to diversify its funding sources through partnerships and innovative projects to reduce vulnerability to funding disruptions.

Ethical Challenges in Gene Therapy and Emerging Technologies:

As gene editing and other advanced biotechnologies become more common, ethical concerns around their application are growing. JCRC is committed to leading these conversations in the Ugandan and global context, ensuring that research and therapies align with ethical standards while improving health outcomes.

JCRC: A Resilient Leader in Global and Local Health

JCRC's strong research capacity, deep community engagement, and readiness for emerging health crises position it as a critical player in both local and global health sectors. By proactively addressing pressing challenges such as antimicrobial resistance (AMR), infectious diseases, and the volatility of funding, JCRC remains adaptable and resilient in a rapidly evolving healthcare landscape.

The organization responds effectively to the needs and expectations of both global stakeholders and local communities, ensuring a lasting and sustainable impact. Through its inclusive and collaborative approach, JCRC not only advances cutting-edge research but also enhances healthcare delivery in underserved regions.

This commitment to value creation benefits research partners, donors, and the communities JCRC serves, aligning its work with broader public health goals. By continuing to foster partnerships and innovate, JCRC strengthens its role as a leader addressing global health challenges while improving health outcomes across diverse populations locally and internationally.

Local Expectations and JCRC's Community Model

JCRC's community engagement model is centered on inclusive healthcare, social responsibility, and a commitment to improving local health outcomes through both clinical services and research initiatives.



ACCESS TO CUTTING-EDGE TREATMENTS:

Through JCRC's research, patients in Uganda and neighboring countries can access advanced treatments such as injectable ARVs, bone marrow transplants, and emerging gene therapies. The center has consistently prioritized making these treatments affordable and accessible to underserved populations.



HEALTH EDUCATION AND AWARENESS CAMPAIGNS

: JCRC runs extensive community programs, including sickle cell awareness campaigns, where over **1,500 people** have received free sickle cell drugs. Such initiatives not only improve health outcomes but also foster stronger relationships between JCRC and the communities it serves.



MEDICAL WASTE MANAGEMENT SUPPORT

JCRC's incineration and autoclaving services are critical for ensuring proper biomedical waste disposal. These services benefit not only JCRC but also local hospitals and health facilities, promoting a healthier and more sustainable environment in the region.







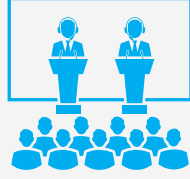

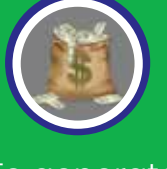
CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES:

Through its CSR programs, JCRC actively supports vulnerable members of the community. For example, JCRC recently built a house for a client with multiple disabilities, demonstrating its commitment to improving the quality of life for the disadvantaged.

Our Strategy

JCRC's strategic focus is centered on ensuring long-term sustainability, operational excellence, and impactful medical research, while adapting to a constantly evolving global health landscape. We employ a dynamic, rolling review process that enables us to adjust our strategy regularly, ensuring resilience and responsiveness to emerging challenges and opportunities. Our strategy is structured across three timeframes: long-term, medium-term, and short-term goals, with each phase playing a critical role in creating sustained value for JCRC, our stakeholders, and the communities we serve.

At JCRC, our strategy is built around four core strategic goals:

RESEARCH	CLINICAL SERVICES	LABORATORY SERVICES	PROGRAMS	TRAINING	FINANCE AND ADMIN	RESOURCE MOBILISATION
<p>To strengthen local research capacity for evidence-based policy-making and affordable health solutions</p> 	 <p>To provide efficient, responsive client-centered clinical services</p>	<p>To develop the laboratory's capacity for diagnostics, systems strengthening and product development</p> 	 <p>To lead development, coordinate & support delivery of diversified health programs to match the changing local and global health priorities</p>	<p>To facilitate capacity building of human resource for responding to current and emerging health needs</p> 	<p>To strengthen operational and management systems for effective and efficient service delivery</p> 	 <p>To generate JCRC owned resources for investment</p>

The above strategic goals ensure JCRC stays at the forefront of medical research, clinical care, and social responsibility. By leveraging modern technology and enhancing research capacity, JCRC is well-positioned to compete in an evolving healthcare landscape. This approach enables JCRC to adapt to challenges while continuing to drive positive health outcomes.

LEVERAGING MODERN TECHNOLOGY

JCRC's ability to harness modern technology is integral to our strategy, as it enhances research quality, operational efficiency, and patient care. By embracing digital health tools, such as cloud-based data management systems, AI-driven diagnostics, and automated laboratory equipment, we continue to push the boundaries of medical research and service delivery.

This adoption of cutting-edge technologies supports all four of our strategic goals and strengthens our competitive advantage in the following ways:

Advanced Data Analytics and AI:

JCRC has invested in state-of-the-art data analytics platforms, allowing us to analyze large datasets from clinical trials and research. These insights enable faster decision-making, more personalized patient treatments, and better research outcomes, positioning JCRC as a leader in evidence-based healthcare solutions.

Telemedicine and Digital Patient Platforms:

By integrating telemedicine into our clinical services, we offer remote consultations and diagnostics, expanding our reach to underserved populations and improving access to specialized care.

Laboratory Automation and Precision:

Our adoption of automated laboratory systems not only improves accuracy but also enhances capacity, allowing JCRC to process more samples efficiently and maintain our CAP-accredited standards. This capability ensures that we meet global benchmarks for research and diagnostics while remaining competitive.

SHORT-TERM STRATEGY (1-2 YEARS)

Our short-term strategy delivers immediate wins and establishes a foundation for sustained growth and competitive readiness.

1. Quick Wins in Research and Innovation

In the short term, we are focused on delivering the results of our ARV clinical trials, further enhancing our competitive standing in the global fight against HIV/AIDS. Our continued investment in BMT (Bone, Marrow, Transplants) and gene therapy innovations keeps us ahead of local and international competitors in the medical research field.

2. Operational Efficiency and Preparedness for Competition

Enhancing cybersecurity infrastructure and upgrading lab automation are immediate priorities, ensuring that JCRC is prepared for any risks that could arise from competition or external threats. Our digital to physical integration (such as real-time monitoring systems for patient data and lab results) ensures our ability to operate at the cutting edge of research.

3. Stakeholder Engagement and Technological Outreach

JCRC is improving its digital communication channels to enhance transparency and attract new partners and funders. In the short term, we are focused on refining our digital platforms for stakeholder engagement, ensuring seamless interaction with donors, government agencies, and research collaborators, which strengthens our ability to compete in an increasingly interconnected world.

STRATEGY EVOLUTION: ROLLING REVIEW AND ADAPTATION

Our strategy undergoes continuous rolling reviews, allowing for rapid adaptation to changes in the medical research landscape and global healthcare trends. This ensures that JCRC stays aligned

with both local and international needs, allowing us to address competitive challenges effectively.

Strategic Goal

Adjustment: Technological advancements, regulatory changes, and emerging healthcare trends, such as pandemics or infectious diseases, require timely adjustments. Our ability to continuously monitor and maintain an agile strategy allows us to remain competitive in a dynamic global landscape.

Risk and Competitive Edge: Through our Enterprise Risk Management (ERM) framework, we systematically assess risks arising from technological competition, funding challenges, and changes in the healthcare environment. This ensures we are always ready to mitigate risks and seize opportunities.

Responding to Regulatory

and Competitive Pressures: Our evolving strategy ensures that we comply with new regulatory frameworks while outperforming other institutions. This adaptability gives us the edge in competing for grants and research projects, enabling us to maintain our leadership in research and healthcare innovation.

MEDIUM-TERM STRATEGY (2-3YEARS)

In the medium term, JCRC is focused on deepening its research capabilities and resilience through operational excellence and innovation.

1. Research Innovation and Competition Preparedness

JCRC’s medium-term strategy leverages technological innovations to stay competitive in the medical research landscape. Our focus is on driving gene therapy trials, expanding research in infectious diseases, and ensuring that our laboratories remain equipped with the latest technologies. By continually updating our research tools, we maintain our competitive edge against other research institutions in Uganda and beyond.

2. Building Organizational Resilience

JCRC is embedding Enterprise Risk Management (ERM) into its operations, enhancing resilience against risks such as cyber threats and global health challenges. The use of modern cybersecurity solutions and advanced risk analytics allows JCRC to anticipate and mitigate threats in real time, further solidifying our preparedness for an increasingly competitive research environment.

3. Operational Efficiency and Sustainability

Medium-term investments in automated processes and digital transformation will allow JCRC to streamline operations and reduce costs. Our focus is on integrating digital platforms for resource management and patient care, allowing us to improve service delivery while lowering operational overhead. By embedding sustainability principles into these technological solutions, JCRC enhances its impact and competitive positioning.

LONG-TERM STRATEGY (3 - 5YEARS)

Aligned with our vision to lead in medical research and clinical services, JCRC’s long-term strategy focuses on:



Strengthening Research Infrastructure and Capacity

Our research infrastructure continues to evolve with technological advancements, such as cloud-based research platforms and machine learning for genomic data analysis. These innovations help drive research excellence in areas like injectable ARVs and gene therapy. JCRC’s goal is to be a hub for next-generation treatments, keeping Uganda competitive in the global health research ecosystem.



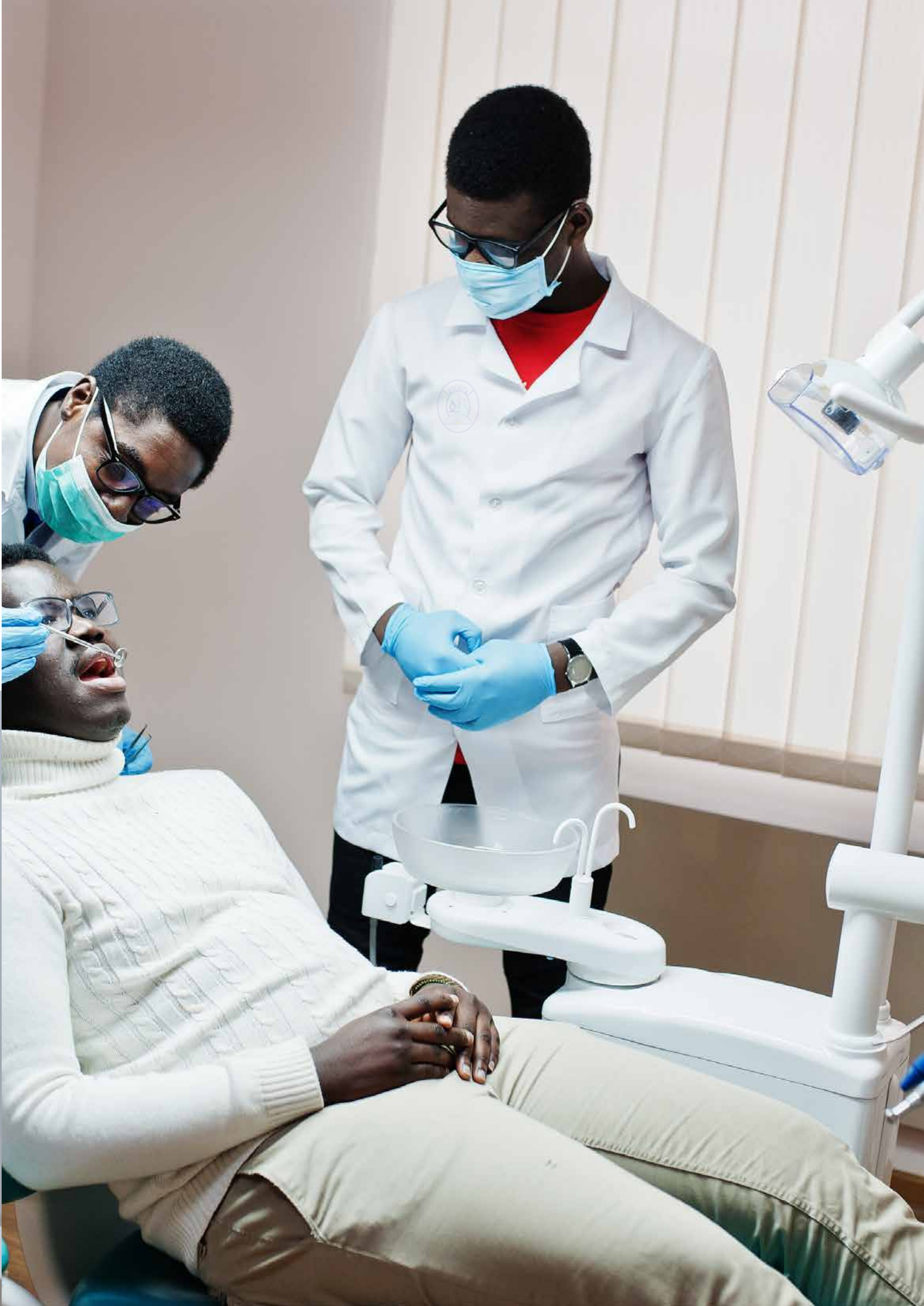
Supporting National Health Laboratory Services

The CDC-SPHL project has equipped us with cutting-edge laboratory technologies that are being deployed across referral hospitals, ensuring nationwide adoption of SANAS accreditation standards. As JCRC strengthens Uganda’s laboratory network, we will continue upgrading these technologies to remain at the forefront of diagnostics and laboratory science in Africa.



Driving ESG Impact and Operational Sustainability

Modern technologies are integral to our sustainability strategy. Our incineration and autoclaving services, which support neighbouring healthcare facilities like Lubaga Hospital, now operate more efficiently thanks to green technology solutions. These initiatives reduce our carbon footprint and align with our long-term vision of becoming a leading model of healthcare sustainability in Africa.



CREATING VALUE THROUGH THE 6 CAPITALS

JCRC's strategy for creating value is anchored in the 6 Capitals framework, which includes financial, human, intellectual, social, manufactured, and natural capital. By optimizing these resources, JCRC enhances research, fosters innovation, and delivers impactful healthcare solutions, ensuring long-term sustainability and positive outcomes for stakeholders and the communities it serves.



During the process of creating value, we have an impact on the SDGs set out by the United Nations in its 2030 Agenda for Sustainable Development Our activities directly affect the following SDGs:

Goal 3:

Ensure healthy lives and promote well-being for all at all ages

Goal 5:

Achieve gender equality and empower all women and girls

Goal 6:

Ensure availability and sustainable management of water and sanitation for all

Goal 8:

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Goal 9:

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 15:

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



Engaging With Stakeholders

At JCRC, engaging with stakeholders is central to achieving our mission of advancing healthcare research and delivery. Our stakeholder engagement process ensures that we create value not only for JCRC but also for the communities, institutions, and partners we serve. This engagement fosters collaboration, builds trust, and allows JCRC to remain responsive to the evolving needs of the healthcare sector

STAKEHOLDER LANDSCAPE:

Our stakeholder landscape is broad and diverse, encompassing:

Patients and Communities: As the primary beneficiaries of our healthcare research and clinical services, patients and the surrounding communities are at the core of our operations. JCRC is committed to improving health outcomes, especially in the fight against HIV/AIDS, through innovative treatments and care.

Donors and Funders: JCRC's operations are largely funded by international and national donors such as USAID, CDC, and the Government of Uganda. These partners provide vital financial support that enables us to carry out cutting-edge research and expand healthcare services across the country.

Government and Regulatory Bodies: JCRC works closely with various Ugandan government ministries and regulatory bodies, such as the Uganda National Council for Science and Technology (UNCST) and the Ministry of Health, to ensure compliance with national and international standards in medical research and healthcare delivery.

Research and Academic Institutions: As a key player in medical research, JCRC collaborates with universities and academic institutions to drive innovation and research in fields like HIV/AIDS treatment, cancer research, and infectious disease management.

Partners and Collaborators: We have long-standing partnerships with local and international institutions, including NGOs, pharmaceutical companies, and healthcare organizations. These collaborations are critical to the success of clinical trials and expanding access to new treatments.

Staff and Healthcare Professionals: JCRC values its employees, including researchers, doctors, nurses, and support staff. Our success is driven by the expertise and

dedication of our healthcare professionals, who are engaged in decision-making and strategic planning processes.

Global and Local Communities: JCRC's impact extends beyond Uganda, contributing to global healthcare advancements. Our efforts to combat infectious diseases such as HIV/AIDS have implications for global public health.



STAKEHOLDER ENGAGEMENT APPROACH

JCRC recognizes that effective engagement with stakeholders is essential for sustaining long-term relationships and delivering meaningful outcomes. Our stakeholder engagement strategy is designed to foster open dialogue, collaboration, and feedback, ensuring that all stakeholders' perspectives are considered.

Regular Communication Channels: We maintain ongoing communication with key stakeholders through various platforms:

- Monthly reports and newsletters to donors and funders to provide updates on projects and research milestones.
- Patient satisfaction surveys and community feedback mechanisms to ensure that our services meet the needs of those we serve.
- Stakeholder forums and consultation meetings to discuss new research initiatives and policy changes with government bodies, regulatory authorities, and partners.

Collaborative Decision-Making:

JCRC actively involves stakeholders in the decision-making process, particularly in areas like research prioritization, clinical trials, and health policy development. This collaborative approach ensures alignment between JCRC's objectives and stakeholder needs.

Partnerships for Research and Innovation:

Collaboration with academic and research institutions is critical to advancing medical research. JCRC engages with these stakeholders through:

- Joint research programs and publications.
- Clinical trial partnerships with pharmaceutical companies and global health organizations.
- Workshops and conferences to share knowledge, foster innovation, and build research capacity.

Government Relations:

JCRC engages with government stakeholders to ensure that our research aligns with national health priorities. We participate in national consultations and policymaking forums, ensuring compliance with regulatory requirements while contributing to the country's healthcare development.

Community Engagement and CSR:

JCRC plays an active role in supporting local communities through Corporate Social Responsibility (CSR) initiatives, such as:

- Community health programs focused on education and disease prevention.
- Outreach initiatives to promote healthcare awareness and provide medical support to underserved populations.
- Our incineration services that benefit not only JCRC but also nearby healthcare facilities like Lubaga Hospital and others.

Internal Stakeholder Engagement: Our employees are engaged through regular staff forums, capacity-building initiatives, and performance reviews. Employee feedback is valued, and mechanisms like annual staff surveys are used to gather input on workplace improvements and job satisfaction.

MEASURING STAKEHOLDER IMPACT

JCRC uses a variety of tools to assess the impact of stakeholder engagement. By tracking KPIs, we measure the effectiveness of communication, collaboration, and overall stakeholder satisfaction. Regular feedback loops are integrated into our reporting systems, enabling us to adjust our strategies to better meet stakeholder expectations.

Stakeholder Group	Engagement Method	Key Outcome
Patients and Communities	Surveys, feedback forms, community forums	Improved healthcare services and satisfaction
Donors and Funders	Monthly and quarterly reports, meetings	Enhanced project transparency and accountability
Government and Regulators	Policy forums, compliance reporting	Alignment with national health strategies
Academic Institutions	Joint research, publications, conferences	Expanded research output and innovation
Staff	Internal surveys, staff meetings, trainings	Higher staff engagement and capacity building

COMMUNITY ENGAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

JCRC's commitment to community engagement goes beyond providing healthcare services—it actively involves communities in shaping research and healthcare initiatives. Following a Community Engagement Model, JCRC prioritizes transparency, collaboration, and trust-building with the populations it serves. This model not only enhances the impact of its health programs but also ensures that community members are active participants in the research process.

A critical component of this model is the Community Advisory Board (CAB). The CAB plays an essential role in connecting JCRC with the broader community, ensuring that the voices and concerns of local populations are heard and addressed. This board consists of representatives from different community groups, providing valuable feedback on study protocols, ethical considerations, and potential community impacts. By fostering ongoing dialogue, the CAB

ensures that research activities are aligned with community values, thereby enhancing trust and cooperation.

One of the key benefits of this community-centered approach is the ease with which JCRC recruits study participants for its clinical trials and research projects. With the CAB acting as a bridge between the community and JCRC, potential participants are well-informed, aware of the research objectives, and more likely to participate. This engagement has helped JCRC maintain high levels of community support and involvement, particularly in sensitive areas such as HIV/AIDS treatment trials, vaccine research, and infectious disease management.

In addition, JCRC's CSR initiatives focus on improving healthcare access, promoting public health education, and offering essential medical services to underserved populations. These efforts further solidify its relationship with the community while advancing its mission to improve public health outcomes.

Operating Context Continues....



The JCRC Community Outreaches aim at providing free medical services to underserved populations in our operational areas, improving healthcare access and promoting community well-being.



Responding to Evolving Stakeholder Needs

The healthcare and research landscape is constantly changing, and JCRC remains agile in adapting to stakeholder needs. We regularly review our stakeholder engagement practices to ensure that we remain transparent, accountable, and responsive. For example, the evolution of research priorities during the COVID-19 pandemic demonstrated JCRC's ability to swiftly shift focus to urgent health crises while maintaining strong engagement with all stakeholders.



At JCRC, we prioritize environmental sustainability by ensuring that every visiting dignitary contributes to our green initiative by planting a tree during their visit.



JCRC organized a countrywide sickle cell medical camp, providing free medications like hydroxyurea to support sickle cell warriors.



JCRC, under its CRS mandate, held a 2-day blood donation drive to raise awareness for the need of blood for expectant mothers and sickle cell warriors.



JCRC conducted school health educational talks across various schools, offering free counseling and psychosocial support to students, promoting mental well-being and health awareness.

Integrating Risk and Resilience

At JCRC, risk management is a core component of our operational and strategic framework. We take a proactive approach to identifying, assessing, and mitigating risks to ensure the organization's resilience and ability to continuously create value for stakeholders. Our Enterprise Risk Management (ERM) framework integrates global best practices, enabling us to manage uncertainties across various domains, including financial, operational, and reputational risks. By embedding risk management processes into daily operations, we not only protect JCRC's assets and reputation but also enhance decision-making, ensuring that we can navigate challenges effectively while maintaining our commitment to excellence in research and healthcare.

OVERVIEW OF RISK MANAGEMENT FRAMEWORK

JCRC's ERM framework follows a structured approach, led by the Risk Manager and supported by Risk Champions from each directorate. This structure ensures that risk is embedded at every level of the organization, with regular reporting lines to the Executive Director (ED) and the Board Audit Committee.

JCRC has an established three lines of Défense to manage risks effectively:

- **Operational Management:** Led by Risk Champions in each directorate, responsible for day-to-day risk management.
- **Risk Function:** Overseen by the Risk Manager, this function ensures proactive risk identification, mitigation, and awareness.
- **Internal Audit:** Conduct risk-based audits to assess the effectiveness of internal controls, ensuring compliance and identifying areas of improvement.

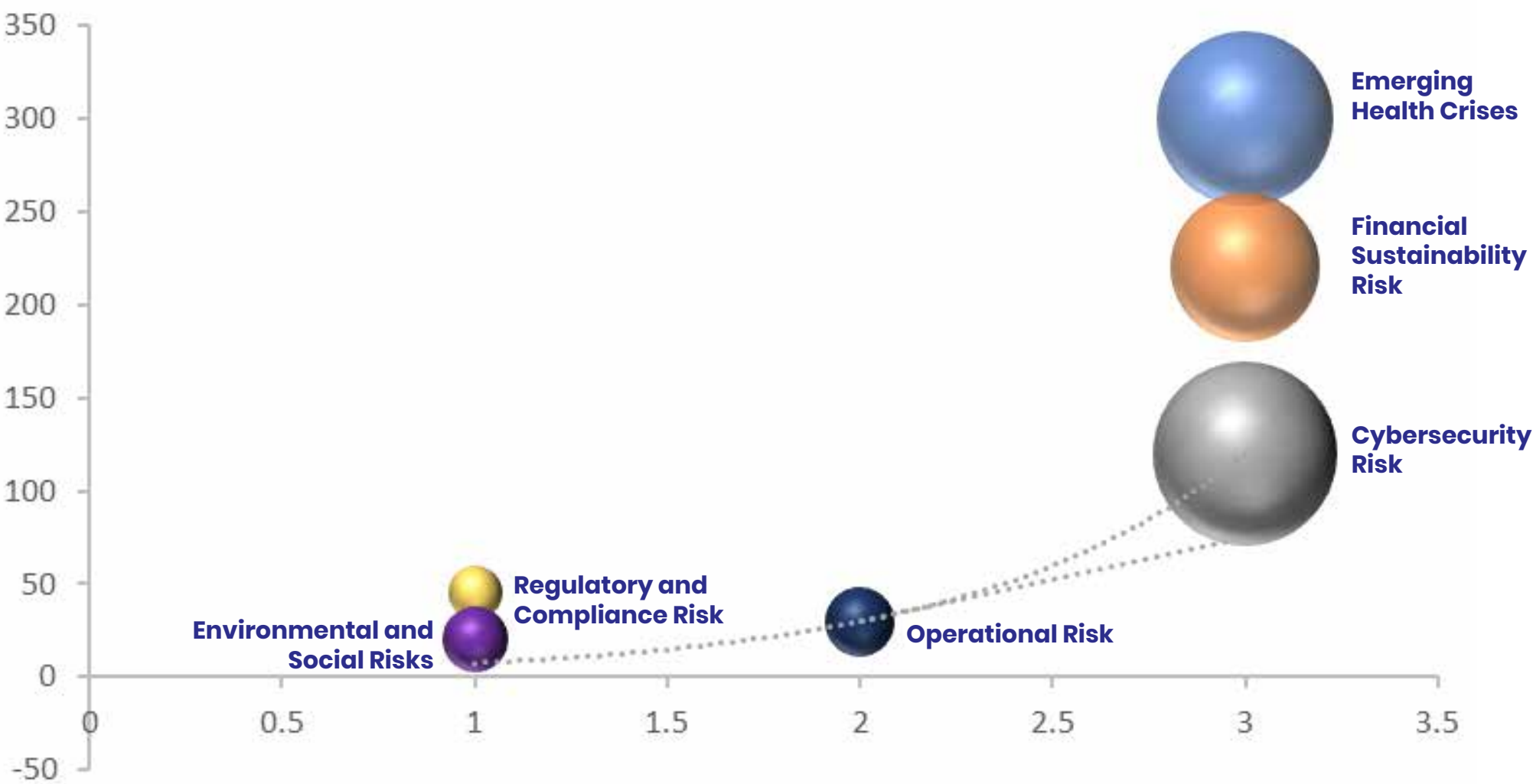
RISK ASSESSMENT TOOLS

We utilize a variety of tools to assess and manage risks. Key among these is the Risk Heat Map, which provides a visual representation of risks based on their likelihood and impact. Risks are categorized as Low, Medium, or High and are prioritized accordingly.

STRATEGIC RISKS

Strategic risks are critical to our long-term objectives and include challenges such as funding dependency and technological disruption. These risks are addressed through innovation, partnerships, and the development of diverse funding streams. Additionally, regular engagement with policy makers ensures that JCRC stays ahead of regulatory shifts that could affect its research and operations.

JCRC Risk climate as at 30th June 2023



OPERATING RISKS

Operational risks include challenges such as workforce retention, supply chain disruptions, and cybersecurity threats. These risks are mitigated through targeted interventions like capacity-building programs, contingency procurement plans, and robust cybersecurity protocols.

FRAUD RISK MANAGEMENT

JCRC is committed to a zero-tolerance policy on fraud. The organization actively conducts investigations whenever fraud is suspected, encompassing not only financial fraud but also data fraud.

Fraud Wallet Cards:

All employees receive wallet cards summarizing key steps to report fraud and reinforcing JCRC's commitment to preventing fraud.

Fraud Awareness Week:

Held annually, this initiative raises awareness about fraud risks, both financial and data-related, across the organization.

RISK AWARENESS AND TRAINING

JCRC emphasizes the importance of risk awareness across all departments. Risk awareness training is conducted regularly, and efforts are made to integrate risk management into daily operations.

Monthly and Quarterly Risk Training:

JCRC holds physical training sessions on risk management as part of Continuous Medical Education (CME) every second Wednesday of the month. Additionally, weekly emails on risk awareness are sent to staff, reinforcing key risk management principles.

Fraud Awareness Campaigns:

These are conducted to educate staff on the identification and prevention of fraud, with an emphasis on proactive risk management rather than reactive measures.

EMERGING RISKS AND RISK LANDSCAPE

The evolving healthcare environment presents emerging risks such as pandemics, technological advances, and regulatory changes. JCRC is constantly scanning the environment to identify these risks and ensure that mitigation plans are in place to maintain resilience.

Some examples of emerging risks include:

Infectious Disease Outbreaks:

The risk of pandemics, such as Mpox, remains high, and JCRC is constantly enhancing its pandemic preparedness measures.

Technological Innovation:

While technological advancement presents opportunities, it also introduces risks related to system failures or

obsolescence. We continuously invest in cutting-edge technologies and cybersecurity to mitigate these risks.

RISK APPETITE AND GOVERNANCE

JCRC's Risk Appetite is set annually by the Board of Directors, guiding how much risk the organization is willing to take in pursuit of its strategic goals.

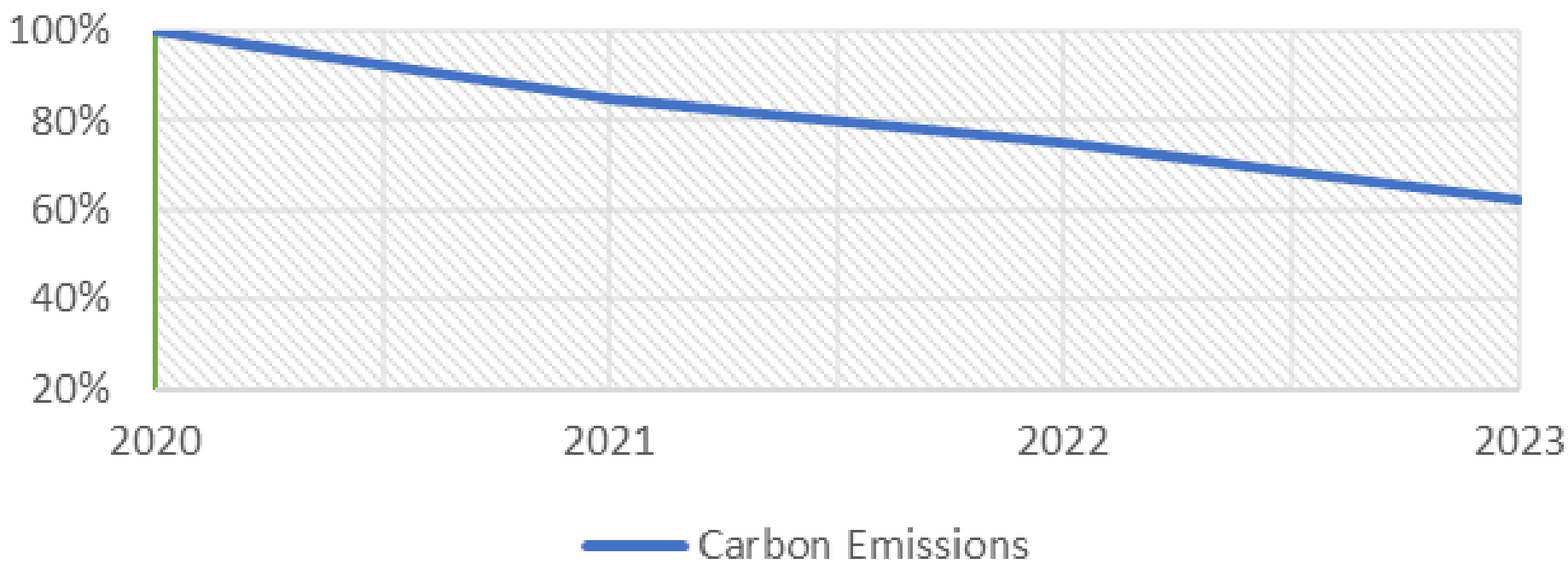
- Low Risk Appetite for regulatory non-compliance and ethical breaches, ensuring that the highest standards are maintained in research and clinical trials.
- Moderate Risk Appetite for research innovation, allowing JCRC to explore novel treatments and methods while maintaining patient safety.
- High Risk Appetite for projects with significant social impact, such as community health programs and public health interventions.

BUILDING RESILIENCE

Enterprise resilience at JCRC is built on the foundation of risk management. By identifying risks early and developing contingency plans, JCRC ensures that it can continue to deliver critical services, even during periods of uncertainty.

- Business Continuity Plans (BCP) are regularly updated to address potential disruptions in operations, including supply chain delays, natural disasters, and pandemic impacts.
- Cross-Departmental Collaboration: Teams from various directorates work closely to ensure that resilience is embedded into the organization's culture, allowing for quick adaptation to challenges.

Carbon Emissions progress



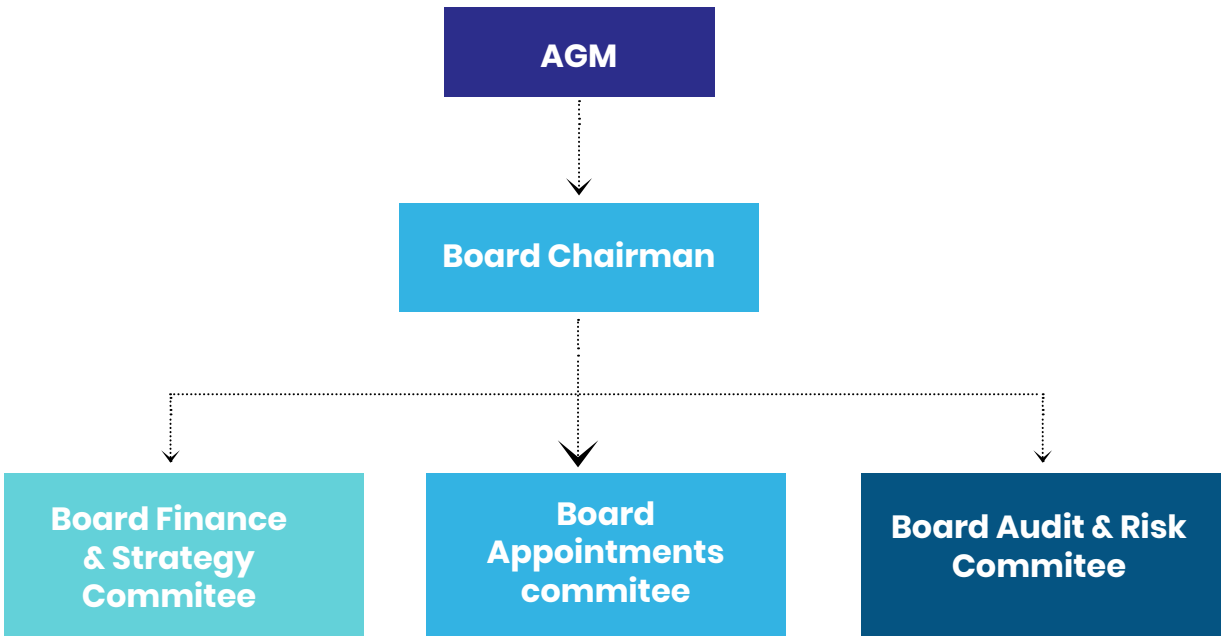
Governance, Leadership and Ethics



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Our Governance Framework at 31 March 2023

The Joint Clinical Research Centre (JCRC) is a not-for-profit medical organization, established in 1991 as a joint venture between the Uganda Ministry of Health, Ministry of Defense, and Makerere University Medical School (now Makerere College of Health Sciences). The Centre was founded to address the national HIV/AIDS challenge through a scientific approach. Headquartered in Lubowa, Wakiso district, JCRC operates with four Regional Centers of Excellence (RCEs) located in Mbale, Fort Portal, Mbarara, and Gulu.



JCRC's governance structure is central to our value creation process, ensuring that strategic decisions are made with a long-term perspective. The governance framework supports the effective management of resources and relationships, which are essential for sustaining the organization's mission and vision.

The JCRC Board;

The Joint Clinical Research Centre (JCRC) stands as a pillar of medical research, clinical care, and community health in Uganda. At the heart of its governance is the Board of Trustees (BOT), a group of distinguished individuals tasked with the crucial role of guiding the organization towards achieving its mission. The Board's composition, responsibilities, and strategic influence are integral to JCRC's sustained success and long-term viability.

Composition and Structure

The JCRC Board of Trustees comprises eight members and two Ex-Officio members, all appointed by the President of Uganda. This composition ensures that the Board reflects the founding institutions' interests while bringing together a diverse range of expertise. The Chairman, who is also appointed by the President, leads the Board, providing direction and ensuring that its activities align with the strategic objectives of JCRC.

The Board includes professionals with extensive experience in research and clinical care, offering invaluable insights that inform the organization's strategies and operations. The inclusion of Ex-Officio members ensures that the Board maintains a direct connection with key stakeholders, including government bodies and other vital institutions. This structure not only reinforces JCRC's governance but also enhances its ability to respond to the evolving needs of the health sector in Uganda.

Strategic Oversight and Active Engagement

While the primary role of the Board of Trustees is governance and oversight, its involvement goes far beyond these functions. The Board actively engages with stakeholders across various sectors, ensuring that JCRC remains accountable

to its constituents. These constituents include research participants, service recipients, institutional partners, employees, volunteers, and the broader Ugandan community, including government entities and funding organizations.

The Board's engagement with these stakeholders is crucial in driving strategic decisions that impact the organization's future. By maintaining open channels of communication, the Board ensures that JCRC's strategies are informed by the needs and expectations of those it serves. This active involvement fosters trust and transparency, both of which are essential for the long-term sustainability of the organization.

Annual General Meeting and Quarterly Reviews

A key aspect of the Board's governance role is its commitment to regular and thorough evaluations of JCRC's performance. The Board holds an Annual General Meeting (AGM) at the beginning of each calendar year, a pivotal event that reviews the organization's achievements and challenges from the previous year. During the AGM, the Board assesses the effectiveness of existing strategies and sets new goals for the coming year, ensuring that JCRC remains on course to fulfill its mission.

In addition to the AGM, the Board meets quarterly to monitor the strategic operations of the Centre. These quarterly meetings provide an opportunity for the Board to review progress towards the goals set at the AGM, address any emerging issues, and make necessary adjustments to the strategic plan. This regular oversight ensures that JCRC remains responsive to changes in the external environment while staying focused on its long-term objectives.

Governance Responsibilities

The JCRC Board of Trustees carries the principal responsibility for fulfilling the organization's

1600

JCRC remains a leader in medical research and clinical care. The Centre has over 1600 staff spread across the country through the different projects JCRC administers.

organization’s mission and ensuring its legal accountability. This responsibility is multi-faceted, encompassing several critical areas:

Establishing a Clear Organizational Mission:

The Board is charged with defining JCRC’s mission and ensuring that all activities align with this mission. This involves regular reviews and updates to the mission statement to reflect changes in the organization’s focus or the external environment.

Strategic Planning: The Board plays a central role in formulating the strategic plan that guides JCRC towards accomplishing its mission. This includes setting long-term goals, identifying the resources needed to achieve them, and developing strategies to mitigate potential risks.

Overseeing and Evaluating Success:

Once the strategic plan is in place, the Board monitors its implementation, evaluating the success of various initiatives and making adjustments as needed. This ongoing evaluation is crucial in ensuring that JCRC remains on track to meet its objectives.

Leadership and Management: One of the Board’s most important roles is hiring a competent Executive Director who can lead the organization effectively. The Board provides the Executive Director with the necessary support, guidance, and supervision to ensure they can carry out their duties successfully. This includes ensuring that the Executive Director has the resources needed to implement the strategic plan.

Financial Oversight: The Board is responsible for ensuring the financial solvency of the organization. This involves overseeing the budgeting process, monitoring financial performance, and ensuring that JCRC’s financial resources are managed prudently. The Board also plays a key role in fundraising, working to secure the financial support needed to sustain the organization’s activities.

Human Resource Management: The Board institutes and oversees an effective and fair system of policies and procedures for managing human resources. This includes ensuring that JCRC has the talent and skills needed to achieve its mission and that staff are supported in their professional development.

Asset Management: Beyond financial resources, the Board is responsible for ensuring that JCRC’s other assets, including its physical infrastructure and intellectual property, are managed effectively. This includes developing policies and procedures that protect these assets and ensure they are used in a manner that supports the organization’s mission.

Representation and Advocacy

The JCRC Board of Trustees also acts as a representative of the organization, both within the local community and on a broader national and international level. By engaging with external stakeholders, the Board advocates for JCRC’s interests, helping to build

The JCRC board composition and appointments:

The Board is composed of 8 members and 2 Ex-Officials, and they serve a 3-year renewable tenure.

The Appointment of the Board Chairman is made by the patron H.E Yoweri Kaguta Museveni the President of the Republic of Uganda while the board members are appointed by the board in consultation with stakeholders.

The Board is composed of representatives of the founding institutions of Ministry of Health, Ministry of Defense and Makerere University College of Health Sciences.

These are joined by other technical members knowledgeable and experienced in research, clinical, finance, legal strategic partnerships, fundraising among others.



partnerships, secure funding, and enhance the organization’s reputation.

This advocacy role is particularly important in ensuring that JCRC remains relevant in a rapidly changing healthcare landscape. By representing the organization in discussions with government agencies, international donors, and other key stakeholders, the Board helps to ensure that JCRC’s voice is heard and that it continues to be a leader in the field of clinical research and healthcare in Uganda.

Long-Term Sustainability

The strategic decisions made by the JCRC Board of Trustees are pivotal in ensuring the long-term sustainability of the organization. By focusing on mission alignment, financial stability, and effective leadership, the Board helps to position JCRC for continued success in the years to come.

One of the key ways the Board ensures sustainability is by fostering a culture of continuous improvement within the organization. This involves regularly reviewing and updating the strategic plan, investing in staff development, and seeking out new opportunities for growth. The Board also works to ensure that JCRC remains adaptable, able to respond to changes in the external environment, and resilient in the face of challenges.

Conclusion

The JCRC Board of Trustees plays an indispensable role in the governance and strategic direction of the organization. Through its oversight, strategic planning, and active engagement with stakeholders, the Board ensures that JCRC remains true to its mission while adapting to the needs of the communities it serves. The Board’s commitment to good governance, financial stewardship, and effective leadership is the foundation upon which JCRC’s long-term success and sustainability are built.

As JCRC continues to navigate the complexities of the healthcare sector, the Board of Trustees will remain a guiding force, helping to shape the future of the organization and ensuring that it continues to make a meaningful impact on the lives of those it serves.

BOARD AND ITS COMMITTEES

The Board operates through several key committees, including the Audit and Risk Committee, Appointments and Human Resources Committee, Finance Committee, and Strategy Committee. Each committee plays a crucial role in governance, overseeing financial stability, risk management, staff appointments, and strategic planning to ensure the organization’s sustainable growth and ethical operation.

At the Joint Clinical Research Centre (JCRC), we pride ourselves on strong, transparent governance frameworks. Our governance structure ensures accountability and ethical leadership, with oversight provided by a dedicated Board of Directors and several key committees. Our governance is aligned with international standards, including the **King IV Code** on Corporate Governance, focusing on performance, sustainability, risk management, and stakeholder inclusivity.

BOARD COMPOSITION AND APPOINTMENTS.

JCRC’s board comprises 7 non-executive directors, an Executive Director, and 2 Deputy executive directors. Who meet quarterly.

NUMBER OF MEETINGS

Twenty-two meetings were held during the year. In addition, the Board held one workshop on risk management training.

BOARD MEETINGS.

The board regular Meetings are held on a routine quarterly meeting to discuss ongoing matters and review the performance of the Centre. Special Board Meetings: the Board could also call for special Board Meetings as needed to address urgent or specific issues that arise between regular meetings.

 [Refer to Appendix for details on Board Attendance Schedule](#)

PURPOSE

The Board fulfils the primary roles and responsibilities of a governing body outlined in the Companies Act, and King IV™ by:
Establishing a Clear Organizational Mission: The Board is charged with defining JCRC’s mission and ensuring that all activities align with this mission. This involves regular reviews and updates to the mission statement to reflect changes in the organization’s focus or the external environment.

Strategic Planning:

The Board plays a central role in formulating the strategic plan that guides JCRC towards accomplishing its mission. This includes setting long-term goals, identifying the resources needed to achieve them, and developing strategies to mitigate potential risks.

Overseeing and Evaluating Success:

Once the strategic plan is in place, the Board monitors its implementation, evaluating the success of various initiatives and adjusting as needed. This ongoing evaluation is crucial in ensuring that JCRC remains on track to meet its objectives.

Leadership and Management:

One of the Board’s most important roles is hiring a competent Executive Director who can lead the organization effectively. The Board provides the Executive Director with the necessary support, guidance, and supervision to ensure they can carry out their duties successfully. This includes ensuring that the Executive Director has the resources needed to implement the strategic plan.

Financial Oversight:

The Board is responsible for ensuring the financial solvency of the organization. This involves overseeing the budgeting process, monitoring financial performance, and ensuring

Annual General Meeting (AGM): the Board of Trustee also holds a specific annual meeting where the Board of Trustees are updated on the center’s annual performance and major decisions that were made during the year. In such meetings the election of directors and approval of Audited Financial Statements takes place.

The Board sets its annual meetings timetable at the start of the year and follows through the year. The Board and Committee meetings are scheduled at every end of the quarterly- by the 15th day of the first month preceding the end of the quarter. Reports and Board Papers to the Board are required to be submitted for their review a week before the meeting. All Board decisions are communicated through Board resolutions and expected to be signed off by the two signatories and should be registered with the registrar of companies.

All Board discussions and recommended and minuted every after the meeting and all signed copies are kept in the office of the secretary to the Board. The record of attendance is well documented and kept in the Attendance Book before the start of the meeting. At every Board meeting, the Board Members are expected to declare no conflict of interest to the affairs of the Board and to the agenda to be discussed.

that JCRC’s financial resources are managed prudently.

The Board also plays a key role in fundraising, working to secure the financial support needed to sustain the organization’s activities.

Human Resource Management:

The Board institutes and oversees an effective and fair system of policies and procedures for managing human resources. This includes ensuring that JCRC has the talent and skills needed to achieve its mission and that staff are supported in their professional development.

Asset Management:

Beyond financial resources, the Board is responsible for ensuring that JCRC’s other assets, including its physical infrastructure and intellectual property, are managed effectively. This includes developing policies and procedures that protect these assets and ensure they are used in a manner that supports the organization’s mission.

Representation and Advocacy:

The JCRC Board of Trustees also acts as a representative of the organization, both within the local community and on a broader national and international level. By engaging with external stakeholders, the Board advocates for JCRC’s interests, helping to build partnerships, secure funding, and enhance the organization’s reputation.

This advocacy role is particularly important in ensuring that JCRC remains relevant in a rapidly changing healthcare landscape. By representing the organization in discussions with government agencies, international donors, and other key stakeholders, the Board helps to ensure that JCRC’s voice is heard and that it continues to be a leader in the field of clinical research and healthcare in Uganda.

Long-Term Sustainability:

The strategic decisions made by the JCRC Board of Trustees are pivotal in ensuring the long-term sustainability of the organization. By focusing on mission alignment, financial stability, and effective leadership, the Board helps to position JCRC for continued success in the years to come.

KEY ACHEIVEMENTS AND MILESTONES AS AT 30th JUNE 2024

- Approved JCRC’s 2024–2025 Annual budget.
- Rolled over the 5-year Strategic Plan 2022–2026: The board successfully updated the organization’s five-year strategic plan to align with current market trends and organizational needs
- Approved 14 policies.
- Restructured the Audit Committee into the Audit and Risk Committee to include the component of Risk.
- Endorsed the Enterprise Risk Management (ERM) Framework for proactive risk management across the organization.
- Monitored performance against financial and operational targets, ensuring JCRC remained sustainable amid global economic uncertainties.

- 15 audit reports were reviewed and discussed, focusing on financial, compliance, and operational audits.
- Implemented 5 key risk mitigation strategies, including strengthening JCRC’s cybersecurity posture after identifying vulnerabilities through a risk assessment.
- Established the Enterprise Risk Management (ERM) function to ensure a coordinated approach to identifying, managing, and mitigating risks.
- Developed the Risk Appetite Statement, outlining acceptable risk thresholds aligned with JCRC’s strategic goals.
- Led quarterly fraud risk assessments, resulting in zero major fraud incidents reported in 2023.

CONCLUSION

The Board adopted an appropriate Board Charter, regulated its affairs in compliance with this charter, and is satisfied that it has discharged its responsibilities contained therein. The Board is satisfied that it comprises the appropriate balance of knowledge, skills, experience, diversity and independence.



Board Committees

The Board is supported by various committees, to which it delegates authority without diluting its own accountability. These committees exercise their authority in accordance with terms of reference, reviewed annually and approved by the Board, and which define their composition, mandate, roles, and responsibilities.

The Board considers information, opinions, recommendations, reports, and statements presented by the respective chairs of the Board committees. All Board committees are comprised of and chaired by independent non-executive directors. The ED attends all Board committee meetings and executive management from various functional areas attend committee meetings as officials.

REPORT BY THE BOARD FINANCE AND STRATEGY COMMITTEE (FC)

The Finance and Strategy Committee’s prime responsibility is to oversee the effective management of Financial Capital, ensuring that resources are allocated efficiently to maximize impact. It provides the necessary oversight for JCRC’s financial management and procurement procedures and ensures compliance with proper financial and procurement requirements. The Committee reviews and presents the annual budget to the Board for approval and monitors budget execution against financial performance indicators and the strategic plan.

NUMBER OF MEETINGS:

The committee was established after the appointment of the Five meetings were held during the year. In addition, the committee held two training workshops.

MEMBERSHIP (AS AT YEAR END)

Membership is comprised of three independent Non-Executive Members FCCA, CPA. Ben Okello Luwum (Chairman), Dr. Ambrose K. Musinguzi, and Mr. Fred Byaruhanga.

PURPOSE:

- The committee’s responsibilities include:
- Oversight of financial budget performance, Investment decisions, and all operational activities of the Centre.
 - Approval of capital investments, Major expenditures, and authorization of all financial project budgets.
 - Oversight of JCRC’s Financial function.

Key activities during the year

The committee considered the following and recommended matters for approval or information to the Board:

- **Financial Oversight:** Reviewed the institutional budget, and project budgets, considered them for proper allocations, and recommended them to the Board of Trustees for approval.
- **Budget Approval:** the Committee reviewed and approved the FY 2022–2023 Annual Budget, ensuring that its well aligned with strategic goals.
- Received and considered all financial performance reports and recommended them to the Board of Trustees for approval.
- **Financial Planning:** It oversees long-term financial planning, including capital Expenditure acquisitions, including among others; Investment in the new Laboratory and the Radiology Unit.
- **Allocation and investment strategies.** Considered and

approved the major investments such as the constructions the Cell and Gene therapy complex, purchase of over 10 new vehicles for the projects’ fleet, purchase of new hospital equipment.

- Support the Strategic Planning: The committee supported in the review of the 5year strategic plan for the JCRC.
- Risk Assessment: through the quarterly reviews, the committee evaluated the financial and strategic risks to ensure that appropriate risk management strategies are in place.
- Regulatory Compliance: Ensure compliance with financial regulations and reporting requirements. oversee and review governance policies related to finance and strategy.
- Investment Decisions: Evaluates and approves the major capital expenditure

Audit and Assurances

The Committee ensured that Annual External Audits were conducted by the office of the Auditor General. The Annual External Audit provided an Independent reasonable assurance on the annual financial statements for the year

and an Unqualified Audit Opinion was issued for the year.

Future Focus Areas.

- The Committee plans to focus on the following areas.
- Revenue Mobilization Strategy: The Committee shall focus on developing a resource mobilization plan that shall guide revenue generation in the operational units.
- Continue to support Management to improve and look for longer-term funding strategies to support growth and sustainability.
- System Integration and process improvement. The Committee shall focus on moving the entity to a full paper less environment. More finance and Operations processes should be integrated and moved from manual to electronic processes.

Conclusion

The committee is very pleased with the achievements made during the year and the competence exhibited by all Committee Members. The Quality of Reports have continued to improve, and the high compliance levels are highly commendable.

Report By The Audit and Risk Committee

The committee’s roles and responsibilities include: The statutory functions of an audit committee set out in the Companies Act, 2008 and the PFMA, 1999, including oversight of financial reporting and disclosure, risk and compliance management and internal control systems, as well as the internal and external audit functions.

It is the responsible for JCRC’s audit and risk management functions. In regard to the external audit appointed by the Auditor General (AG), the Committee receives the auditors’ reports, responds to the auditor’s recommendations, and follows up on their implementation. In regard to external audits specially appointed by collaborators, the BARC receives their reports and follows up on implementation of their recommendations.

In regard to the internal audit, the Committee, together with the Appointments Committee (APC) and management, interviews candidates for the position of the Head of Audit and recommends selection of an Head of Audit. The BARC also receives and reviews internal auditor’s annual reports, meets periodically with the Head of Audit, makes recommendation to the Board regarding internal audit findings and procedures, and follows up on their implementation. The Committee also periodically reviews and approves JCRC’s Enterprise risk management plan. In a nutshell the audit committee ensures financial integrity and transparency, directly contributing to the trust and confidence of stakeholders.

NUMBER OF MEETINGS:

The committee was established after the appointment of the Five meetings were held during the year. In addition, the committee held two training workshops

MEMBERSHIP (AS AT YEAR END)

Membership is comprised of three Executive Board Members and one Non-Executive Board Member
Prof. Damalie Nakanjako, – Chairperson, Dr. Jessica Jitta – Member, Dr. Henry Mwebesa – Member

PURPOSE OF THE COMMITTEE

The purpose of a Board and Risk Board Committee is to provide oversight and guidance on governance, strategic direction, and risk management within an organization.

Key Activities during the year.

- Reviewed and approved the Internal Audit and Risk Department Workplan for the FY 2022–2023
- On Quarterly basis, continued to monitor the progress of the implementation of the internal Audit and Risk Department activities.
- Reviewed the risk mapping of all departments of the entity to be able to identify the risky areas that guided the audit areas for the year.
- Overseeing the review and approval of the Internal Audit Charter and Manual
- Ensuring the establishment of the Risk function and the formulation of the Enterprise Risk Management Framework.
- Developed the Risk Appetite Statement for JCRC.
- Updating of the Terms of Reference of the Committee for the Board and Risk Audit Committee.
- Conducting a performance evaluation of the Committee for the year ended June 2023. The Committee achieved a good score.
- Continued to follow up on the internal and external audit recommendations to ensure complete close out and conclusion is achieved.
- The Committee ensured that the entities internal controls processes and procedures were robust and adequate, and in instances where it was not robust enough, recondensation for improvements were proposed.

Conclusion

The committee is very pleased with the progress and achievements that were made during the year by the Audit and Risk function. The Committee fulfilled all its statutory duties as stipulated in the Audit and Risk Manual/charter and how it maintained its level of independence. The committee has regulated its affairs in compliance and is satisfied that it has discharged its responsibilities as expected.

FUTURE FOCUS AREAS

- ICT systems and Cyber Security Management and Strengthening shall be a key priority area in the next financial year.
- Establishment and training of the Risk Champions to support the implementation of the risk management framework.
- Development of the Risk and Audit tools and Templates to support the reporting of risk activities.
- Financial Health and Reporting
- Financial Resilience: Continue to assess financial risks and ensure robust financial planning and forecasting.
- Audit Quality: Ensure that internal and external audits are comprehensive and address key risk areas.

Report By The Appointments Committee (APC)

Focuses on optimizing the Centres Human Capital by aligning workforce strategies with organizational goals, enhancing productivity, and supporting long-term sustainability. Is responsible for overseeing human resources, ensuring that strategies for human resource planning, maintenance and development are in place and are in line with the overall organization's strategic direction. The Board is specifically responsible for the recruitment, selection and appointment of the JCRC Executive Director (ED) and deputy director, and annual performance evaluation of the executive director. The deputy director is interviewed by the APC and evaluated by the same, together with ED. Last, the Committee focuses on strengthening the Board, both in terms of its member composition as well as its governance functions.

NUMBER OF MEETINGS:

The committee was established after the appointment of three meetings were held during the year. In addition, the committee held two training workshops

MEMBERSHIP (AS AT YEAR END)

Membership is comprised of three Executive Board Members and one Non-Executive Board Member
Dr. Jessica Jitta –Chairperson, Mr. Richard Masereje –Member, Dr. Henry Mwebesa-Member

PURPOSE OF THE COMMITTEE

The purpose of a Board and Risk Board Committee is to provide oversight and guidance on governance, strategic direction, and risk management within an organization.

ACTIVITIES DURING THE YEAR

- Considered and Approved the Revised Human Resource Policy Version 2023.
- Reviewed and appraised the performance of all Directors d during the year.
- Considered and Approved the Human resources plans, including critical vacancies and recruitment, learner management, employment equity, and employee engagement
- Considered and Reviewed the Quarterly human resources performance reports and the annual review of remuneration and employment conditions

FUTURE FOCUS AREAS

- Succession Planning: Develop and implement robust succession plans for key leadership roles and critical functions.
- Leadership Development: Invest in leadership training and development programs to build a strong pipeline of future leaders

CONCLUSION:

In conclusion, the Board Appointments Committee has successfully fulfilled its mandate this year by ensuring that our board composition reflects a diverse range of skills, experiences, and perspectives essential for guiding the organization toward its strategic objectives. Through a rigorous selection process, we have appointed individuals who not only align with our values but also bring unique insights that will drive innovation and growth. We remain committed to ongoing evaluation of our board's effectiveness and diversity. The committee will continue to monitor trends and best practices in governance to adapt our approach as needed.

Report By The The Finance and Strategy Committee (FC)

The Finance and Strategy Committee 's prime responsibility is to oversee the effective management of Financial Capital, ensuring that resources are allocated efficiently to maximize impact. It provides the necessary oversight for JCRC's financial management and procurement procedures and ensures compliance with proper financial and procurement requirements. The Committee reviews and presents the annual budget to the Board for approval and monitors budget execution against financial performance indicators and the strategic plan.



The Committee is also responsible for overseeing established employee remuneration, considering that special compensation rates may apply due to the nature of JCRC's work with multiple local and international collaborators. FC also reviews job descriptions and annual salary structure and the benefits package of the JCRC staff.

Key Activities for the Committee during the year.

1. Financial Oversight

Budget Approval: the Committee reviewed and approved the FY 2022–2023 Annual Budget, ensuring that its well aligned with strategic goals.

Financial Reporting: The Committee continued to Monitor the financial performance through regular Quarterly review of the financial statements and reports.

Financial Planning: It oversees long-term financial planning, including capital Expenditure allocation and investment strategies.

Internal Controls: Assess and approve internal controls and financial risk management practices.

2. Strategic Planning

Strategy Development: Contributed to the formulation of development of the five-year 5 Strategic Plan2022–2026, goals and initiatives.

Strategy Review: Regularly review and evaluate the effectiveness of strategic plans and their implementation

3. Risk Management

Risk Assessment: through the quarterly reviews, the committee evaluated the financial and strategic risks to ensure that appropriate risk management strategies are in place.

Mitigation Strategies: Oversee the development and implementation of risk mitigation strategies.

3. Investment and Revenue Management

Capital Structure: Reviewed the different funding mix to guide the the operations of the centre.

Investment Decisions: Evaluated and approved the major capital expenditure acquisitions, including among others; Investment in the new Laboratory and the Radiology Unit.

4. Performance Monitoring, Reporting, Compliance and Governance.

Provide Periodical Reports to the Board to give insight on the financial wellbeing of the entity.

Regulatory Compliance: Ensure compliance with financial regulations and reporting requirements. Oversee and review governance policies related to finance and strategy.

Transparency: Ensure transparency in financial reporting and strategic decision-making processes.

Committee Reporting: Provided regular updates and reports to the Board and donors on financial and strategic matters.

5. Audit and Assurances

The Committee ensured that Annual External Audits were conducted by the office of the Auditor General. The Annual External Audit provided an Independent reasonable assurance on the annual financial statements for the year and an Unqualified Audit Opinion was issued for the year.

Conclusion

The committee is very pleased with the achievements made during the year and the competence exhibited by all Committee Members. The Quality of Reports have continued to improve, and the high compliance levels are highly commendable.

Future Focus Areas.

The Committee plans to focus on the following areas.

- Revenue Mobilization Strategy:
- The Committee shall focus to develop a resource mobilization plan that shall guide revenue generation in the operational units.
- Continue to support Management to improve and look for longer-term funding strategies to support growth and sustainability.

Risk Management:





- Identify emerging risks and incorporate them into the risk management framework.

Sustainability and ESG (Environmental, Social, and Governance) Initiatives:

- System Integration and process improvement.
- The Committee shall focus to move the entity to a full paper less environment. More finance and Operations processes shall be integrated and moved from manual to electronic processes.

Executive Management

The JCRC operates its structure through the five (5) directorates including Research, Clinical, laboratory Services, Program Directorate and finance and administration Directorate that continues to provide overall support to all the other directorates. Below is the various heads of departments and sections under each of the directorate.

Research Directorate	Clinical Services Directorate	Laboratory Services Directorate	Finance and Operations Directorate
			
<ul style="list-style-type: none">Research Regulatory AffairsResearch Quality Control and AssuranceInternal Research MonitoringData Management	<ul style="list-style-type: none">Adult Outpatients ClinicGeneral Clinical ServicesPediatric Outpatient ClinicalsInpatient Advanced CarePharmacyImagingApheresisCardiacDental ClinicSickle CellPrivate Clinic	<ul style="list-style-type: none">Hematology SectionImmunology SectionChemistry SectionVirology SectionTuberculosis Lab SectionCFAR LabsQuality Control and AssuranceSafety Office	<ul style="list-style-type: none">Finance SectionHuman Resource SectionProcurement and Logistics SectionStores SectionEstates SectionTransport and Logistics SectionBusiness Management and DevelopmentCommunication and PR Section

Regional Centers of Excellence (RCEs):

JCRC’s RCEs in Mbale, Fort Portal, Mbarara, and Gulu are instrumental in extending JCRC value creation efforts regionally. These centers enable JCRC to provide high-quality research and clinical services across Uganda, reinforcing our commitment to improving public health and advancing medical science.

Executive Team

- Executive Director
- Deputy Executive Director Finance and Operations
- Deputy Executive Director Research and Clinical Services

Senior Management Team

- Director Research
- Director Clinical Services
- Director Finance and Operations

Other administrative arms for Regional Centres of Excellence (RCEs) such as Mbarara, Fort-Portal and Gulu have their local management structures headed by the Head Regional Centre while the different projects under JCRC are headed by the project directors.

Operational Committees

To effectively administer the Centre, besides the management structure and competent managers in place, JCRC’s effective management is anchored on strong policies (policy, procurement, finance, audit, ICT) and administrative committees to include; Discipline committee, Contracts committee, Safety committee, Institutional review board (IRB/REC), Community advisory board (CAB), Bio-risk committee. Through these committees, JCRC creates value, profit and helps conserve the environment.

IRB/REC and Bio-risk Committee: The Research Ethics Committee (REC/IRB) is an integral part of JCRC’s research oversight, tasked with safeguarding the rights, safety, and well-being of all participants involved in research studies conducted under our auspices. The REC/IRB thoroughly reviews research protocols, ensuring that they comply with international ethical standards and local regulatory requirements. This independent body assesses the scientific validity of proposed studies while ensuring that participant consent and confidentiality are rigorously upheld. Its dedication to protecting human subjects is paramount to fostering trust in JCRC’s research activities, enabling us to maintain high ethical standards in all our clinical trials and research endeavours.

Community Advisory Board (CAB): The CAB plays a pivotal role in engaging the community, ensuring that JCRC’s research aligns with local needs and priorities. This engagement fosters trust and enhances the impact of our research on society.

Risk Committee: The Bio Risk Committee addresses the safety and biosecurity concerns associated with biomedical research. This committee is responsible for managing and mitigating potential risks arising from the use of biological materials, pathogens, and hazardous substances in JCRC’s laboratories. The Bio Risk Committee ensures that research is conducted in compliance with national and international biosafety regulations, thus safeguarding both the researchers and the environment. Its work is particularly critical in ensuring that JCRC’s research operations do not pose risks to public health or the environment, especially when dealing with highly infectious agents or sensitive biological materials.

Bio-risk committee (IBC): Provides research oversight monitoring within the organization. It covers the safety, scientific requirement and risk analysis of the studies. The committee also reviews studies related to human genetic aspects. It is composed of 11 members. Research meets the standards of National Council of Science and Technology (UNCST)

Finance Committee:

Ensures proper planning/resource allocation and utilization is done in the confines of the accounting principles.

Contracts committee:

Monitors and ensures that procurements done by the institution follow the right processes, procedure and value for money in compliance with PPDA guidelines.

Disciplinary committee:

Supports management enforce staff discipline and compliance to HR Manual thereby leading to high staff productivity.

Safety committee:

Ensures the work environment is conducive for the staff and stakeholders to operate. The above committees provide the benchmark for proper accountability and value for money, improve efficiency and guides informed decision making.

Our People Management

JCRC Recruitment Policy: JCRC is an equal opportunity employer and doesn’t discriminate. Available opportunities are advertised and competed for by all who qualify and on merit. It employees a multidisciplinary team comprising of Researcher (Laboratory and Clinical staff), program staffs and administrative staff.

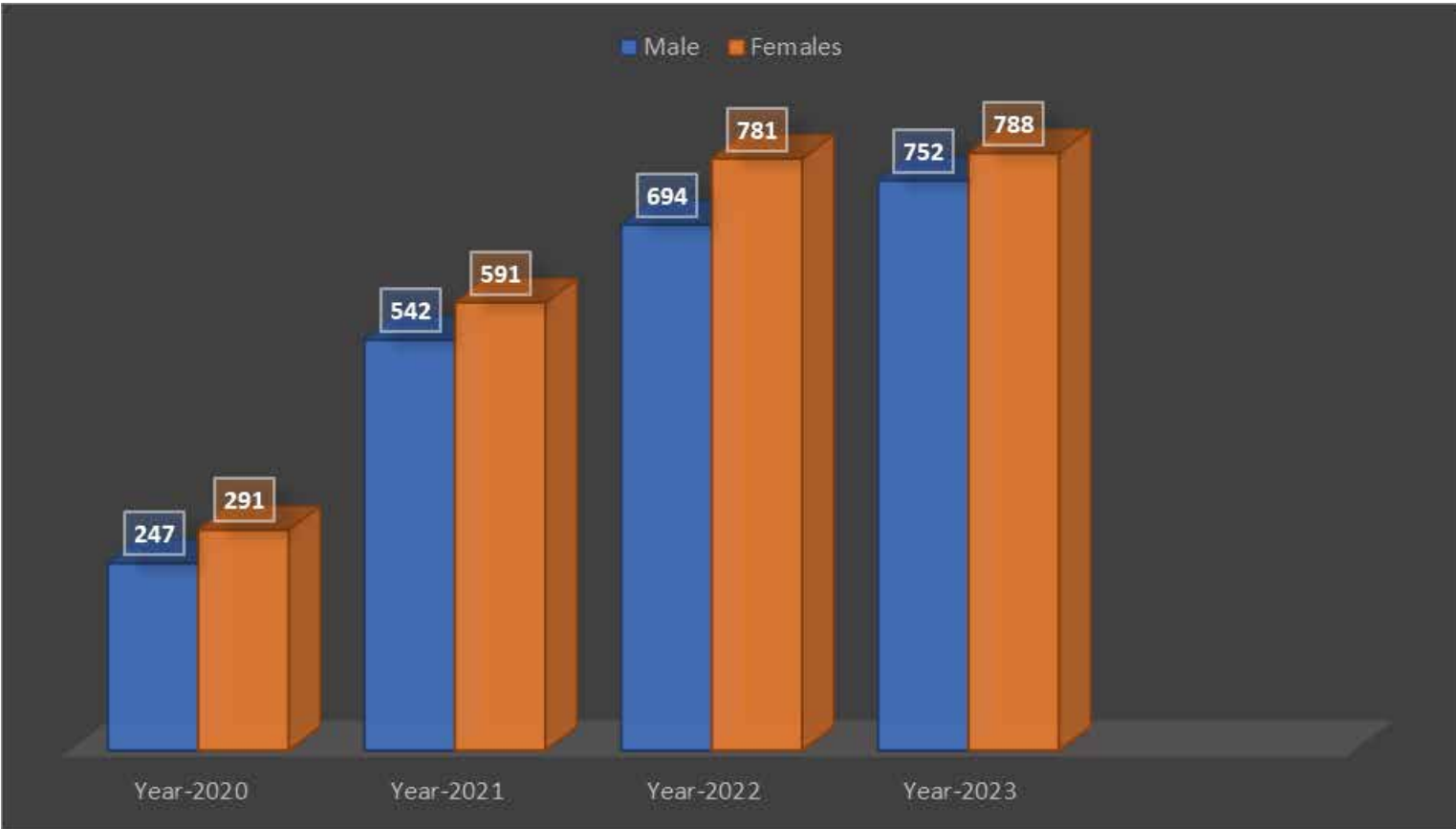
Year	2020	2021	2022	2023
Laboratory Scientists	54	58	57	59
Clinical Scientists	87	96	98	94
Research Scientists	23	56	63	61
Administration Staff	104	105	112	120
Program Staff	259	780	1108	1161
Consultants Locums & Volunteers	6	20	22	25
	5	18	15	20
Totals	538	1133	1475	1540

Between 2020 and 2021, JCRC experienced a significant spike in numbers due to the successful acquisition of several key projects through competitive processes. The LPHS project in Kigezi and Lango, along with the Global Hope Project and the SPHL project, were major contributors to this growth. These projects enhanced JCRC’s reach and impact in providing critical healthcare services, particularly in underserved regions. The expansion demonstrated JCRC’s ability to secure and manage large-scale initiatives, positioning the organization as a leader in healthcare research and service delivery, and strengthening its role in addressing public health challenges across Uganda.

Total Employees, Calendar Year				
Years	Male	Females	Total	59
Year-2020	247	291	538	94
Year-2021	542	591	1,133	61
Year-2022	694	781	1,475	120
Year-2023	752	788	1,540	1161

The staff team consists of a balanced gender composition, with **51.17% female** and **48.83% male members**. This near-equal representation reflects the organization’s commitment to diversity and inclusivity, fostering a dynamic and collaborative work environment where all perspectives are valued and contribute to overall success and innovation.

Cummulative JCRC employees over a five year Period



Career Growth and development: JCRC provides a conducive working environment that allows different staff find time and opportunities to advance their careers through education either through private sponsorship or through JCRC’s research projects that provide opportunities to pursue graduate, postgraduate and PhD programs.

Training Partnerships: JCRC has an MOU with Schulich School of Dentistry (Canada) to offer placement training to the students of Schulich University. The following are students that have benefited from this training placement. JCRC also offers 14 days study leave that staff benefit from and operates a flexible leave schedule that allows staff break from work to concentrate on their studies.

Schulich students trained at JCRC

Schulich students always receive specialized training at JCRC across various fields. Those pursuing an MSc in Global Health Systems engaged in advanced coursework and hands-on experience related to healthcare systems management and policy. Students in the Bachelor of Dentistry program received practical training in clinical settings, focusing on dental care and patient management. The PhD candidates participated in in-depth research projects, contributing to the advancement of public health knowledge. This diverse training not only enhanced their academic and professional skills but also provided them with valuable insights into the practical applications of their studies in real-world settings.

See numbers of students trained in the table below:

Year	Category (specify training field)	No. Trained
2022	Msc. Global Health Systems	28
2022	Bachelor of Dentistry	4
2023	Ms. Global Health Systems	29
2023	Bachelor of Dentistry	3
2023	PhD	1

Staff welfare: JCRC Values staff because they are the drivers of success and so their welfare is paramount. Besides offering the standard staff benefits (Medical, GPA, Leave, annual bonus, gratuity), JCRC started the free wellness clinic (sports) and aerobics class takes place twice every week Tuesday’s and Thursday sports day. The Medical scheme for 2023 was enhanced by 50% due to the added scheme member per staff. Besides the aerobics club, there is volleyball and a football team which is multi-gender. These activities enhance team spirit as well as keep the staff energized, healthy and fit to work.

JCRCSACCO: In a related development, the JCRC management was instrumental in supporting staff start the JCRC SACCO to support staff manage financial stress by saving and borrowing funds from the SACCO. The SACCO currently has a port-folio of over 2 billion shillings and still growing. Has own management structure.

Financial Literacy: The Human Resource Department designated one month in a year to enlighten staff on financial matters and its code named “financial literacy month” where every month a financial management specialist is invited to talk to the staff on matters of finance. This has helped staff manage their finances well but also prepare well for retirement but also drastically reduced the number of staff requesting for advances.

Continuing Medical Education: As part of keeping up-to-date with the current trends in medical care and research, the JCRC management designated every Wednesday of every week to conduct a staff refresher training or present a new technology/research in the world and how it impacts on the current research and care program. In so doing, JCRC staff are kept updated and competitive hence increased quality of care provided and research conducted. No wonder JCRC is the leading research organization in Uganda.

JCRC Corporate Social Responsibility Innitiatives:

JCRC’s Corporate Social Responsibility (CSR) initiatives focus on improving community health and well-being through free medical camps, HIV/AIDS awareness, and treatment programs. The organization also supports local education and capacity-building projects, promoting healthcare access in underserved areas. Additionally, JCRC engages in environmental sustainability efforts, partnering with local communities to address public health challenges while fostering long-term social and economic development.

JCRC Staff and Well Wishers Donated a Suitable Home to Josephine Nakandi

The JCRC management has for the last 20 years supported one of the children, an HIV client who got crippled due to cerebral malaria at the age of six (Josephine Nakandi’s picture being supported by the mother) mentally challenged and cannot support herself only by the help of the mother. Nakandi is currently 24 years old. JCRC has providing essential items besides treatment for her survival and at the same time supporting the mother who is also HIV positive. In 2023, Nakandi was enrolled into school (picture of Nakandi at school) for the disabled and also undergoes physio-therapy services in a separate arrangement. the JCRC management approved

the fundraising for the construction of a befitting house for Nakandi to give her a decent accommodation and staff were pivotal in this campaign participating in car wash, fundraising dinner, and contributing physical cash amounting to **UGX. 190,000,000** Nakandi now has a decent house to call home.

UGX. 190,000,000

JCRC staff and well-wishers raised the above amount of money that was used to construct an accessible, executive-friendly home.



JCRC Community Outreach Activities

In 2023 as JCRC celebrated 30 years of existence, a number of community outreach activities were conducted took places such as schools including St. Noah Primary School Zana and Zana Christian High School; organizations (Galaxy, Bible Society of Uganda and affiliate training school) providing information on HIV prevention and other tailored topical discussions on Mental Health, Community support among other.



Drug Donations

Drug Donations also formed part of the other activities for the year. JCRC through her Local Partner Health Services Project received drugs donations from Direct Relief and distributed them to many hospitals within the catchment of the LPHS project (Kigezi and Lango) but also in the Central to include hospitals such as Lubaga, Nsambya and the JCRC Regional Centres of Excellence (RCEs) in Mbarara, Fort-Portal and Gulu. These life saving drugs included anti-biotics and those for management of pressure, diabetes and supplements.



Annual HIV Update Meetings

The JCRC in collaboration with MoH among others, has been holding annual HIV update meetings in November for the last 15 years. It was started at national level, then covered Eastern Africa countries starting with 9th year and Sub-Saharan Africa (SSA) starting with 12th year to date. It has been held hybrid for the last 3 years. Virtually, the meeting is hosted through the JCRC HUBILO platform which can accommodate up to 5,000 participants at same time. Last year, 2023 a total of 1634 was able to log in and consistently attended the meeting.

The overall goal of the update meeting is to improve HIV management through supporting efforts for continuous updates and training health care workers. The 3-day HIV Update meeting provides continuous learning for health care providers through: i). Updating Healthcare workers on the most recent research findings in HIV care, prevention and treatment. ii). Discussing case management for pre-selected ART patients. iii). Exchanging ideas and share experiences with regard to best practices and clinical care for HIV patients. iv). Updating participants on recent epidemics. This meeting will be used to make special presentation of CGT and the platform shall be used for CGT seminar series.

This year the meeting was supported by funding from the Commissioner Emeritus and Mrs. Allan Selig based in United States of America (USA), Simply Speaking USA and funds from the late Prof. Frank Graziano's family.



The minster of Health Uganda together with the Executive Director JCRC and other scientist after official opening of the meeting.



JCRC Countrywide Sickel Cell Medical Camps

The campaign happened across the major cities of Uganda to include Kampala, Mbarara, Fort-Portal, Gulu and Mbale creating sickle cell awareness and offering expert consultations. This was both physical done in tents and online on radios, social media platforms, and televisions across the country. During the same campaign, JCRC donated drugs to support treatment of sickle cell worth **UGX 98 million** in support of this campaign and over **2806 people** benefited.



New Innovations: Introduction of the HRMIS

In 2023, the JCRC Human Resource Office transited from paper based to online staff management practices with the acquisition of the Human Resource Management Information System customized through the NAVISION system. Staff contracts, leave, overtime and appraisals are now managed through the online system. This has revolutionaries people management practice by improving on efficiencies in the department.



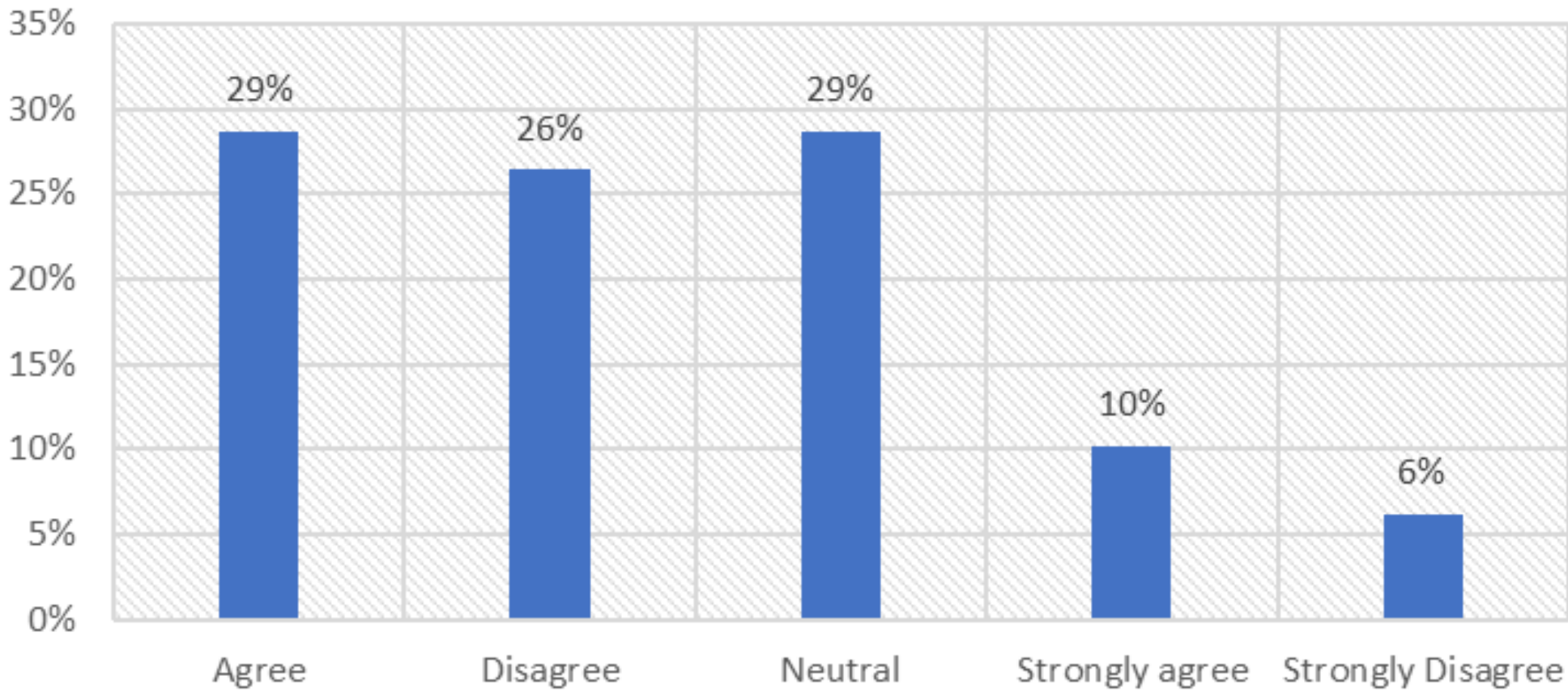
Management Engagement Strategy With Staff

JCRC's management engagement strategy fosters open communication, continuous feedback, and collaboration between leadership and staff. Regular meetings, training programs, and team-building activities ensure employees actively participate in decision-making and organizational initiatives. This approach enhances staff motivation, supports professional growth, and strengthens commitment to JCRC's mission, promoting a cohesive, productive, and values-driven workplace environment.

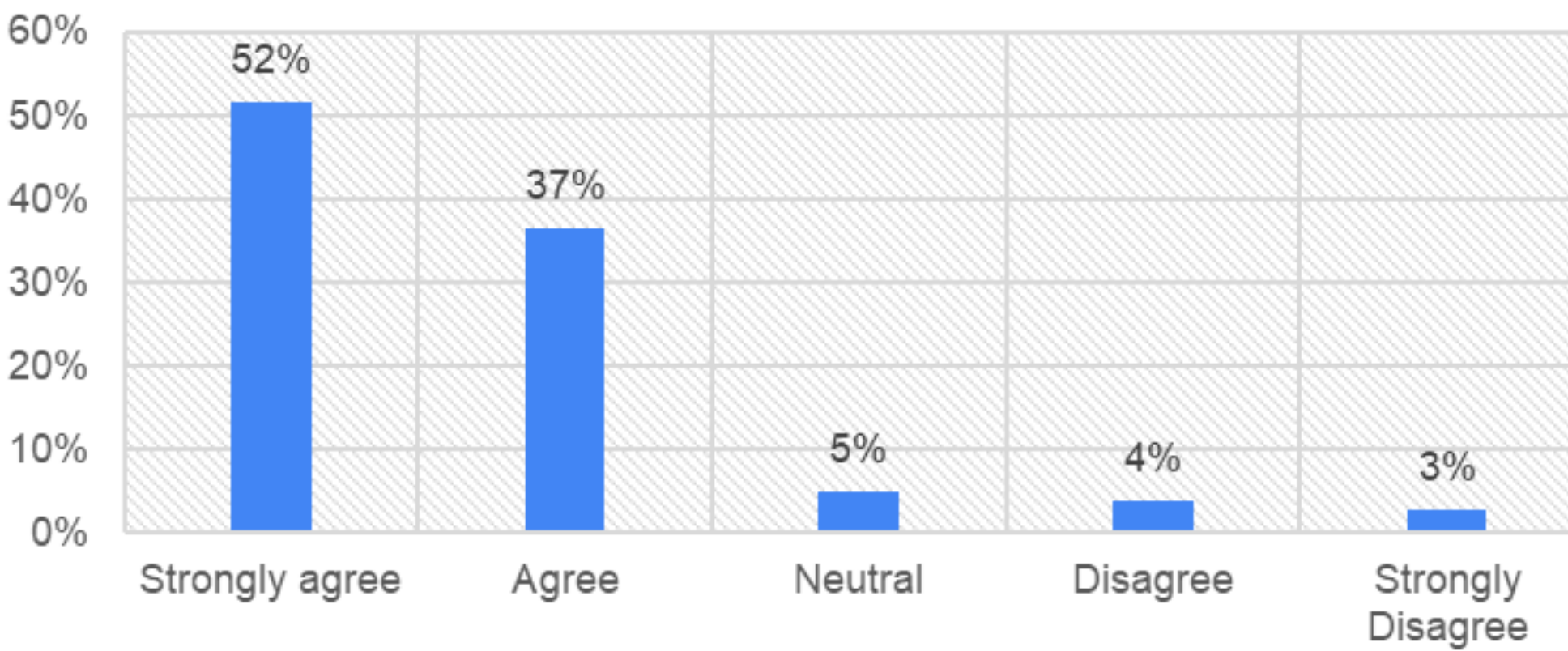


The JCRC Management adopts a consultative approach, valuing staff opinions in shaping key decisions. In 2023, JCRC conducted a staff satisfaction survey, with favorable scores across several parameters. Key areas highlighted included effective communication, professional development opportunities, workplace environment, and management's responsiveness to staff concerns. These results reflect JCRC's commitment to fostering a positive, inclusive work culture that promotes staff well-being, engagement, and overall organizational success.

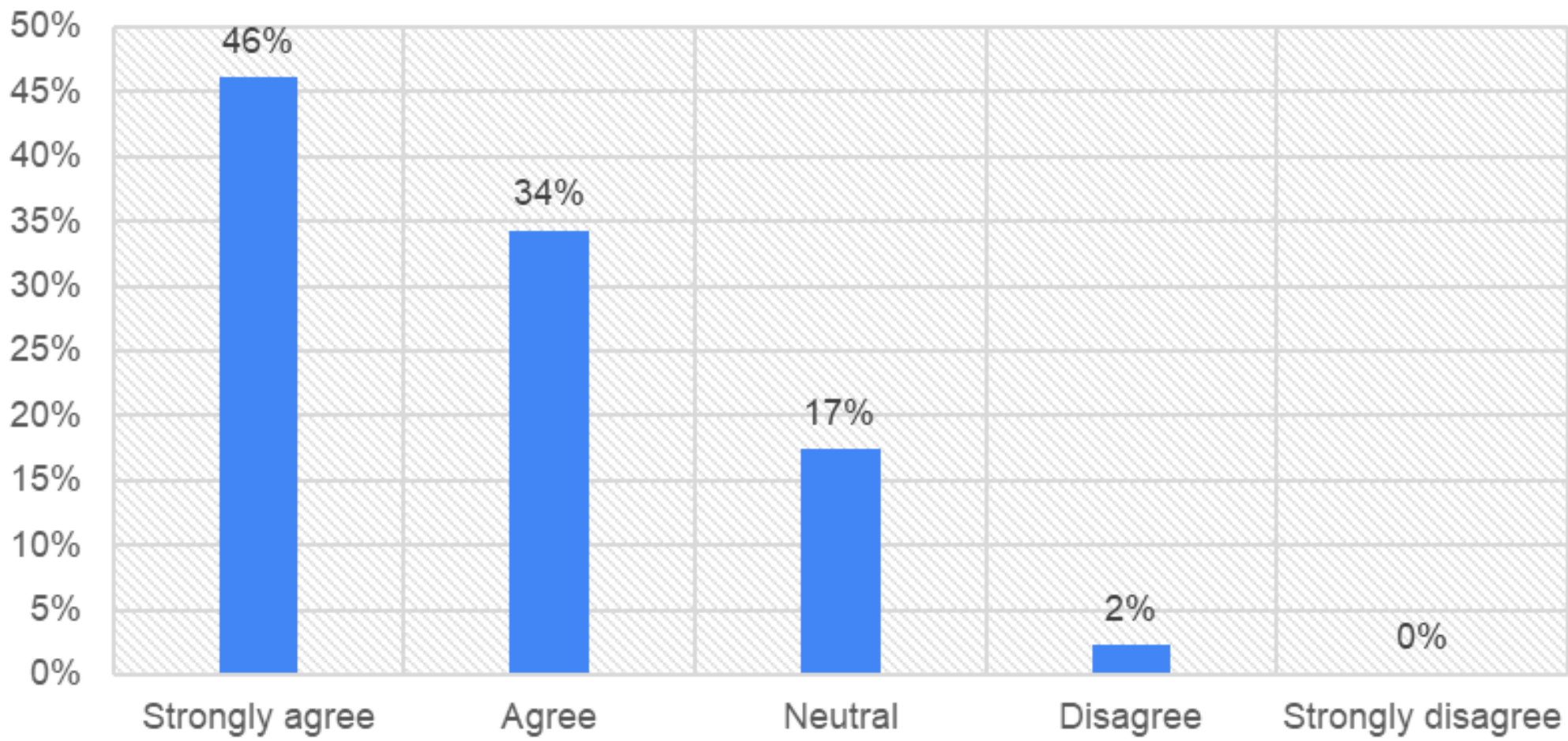
a). Level of Satisfaction with benefits offered;



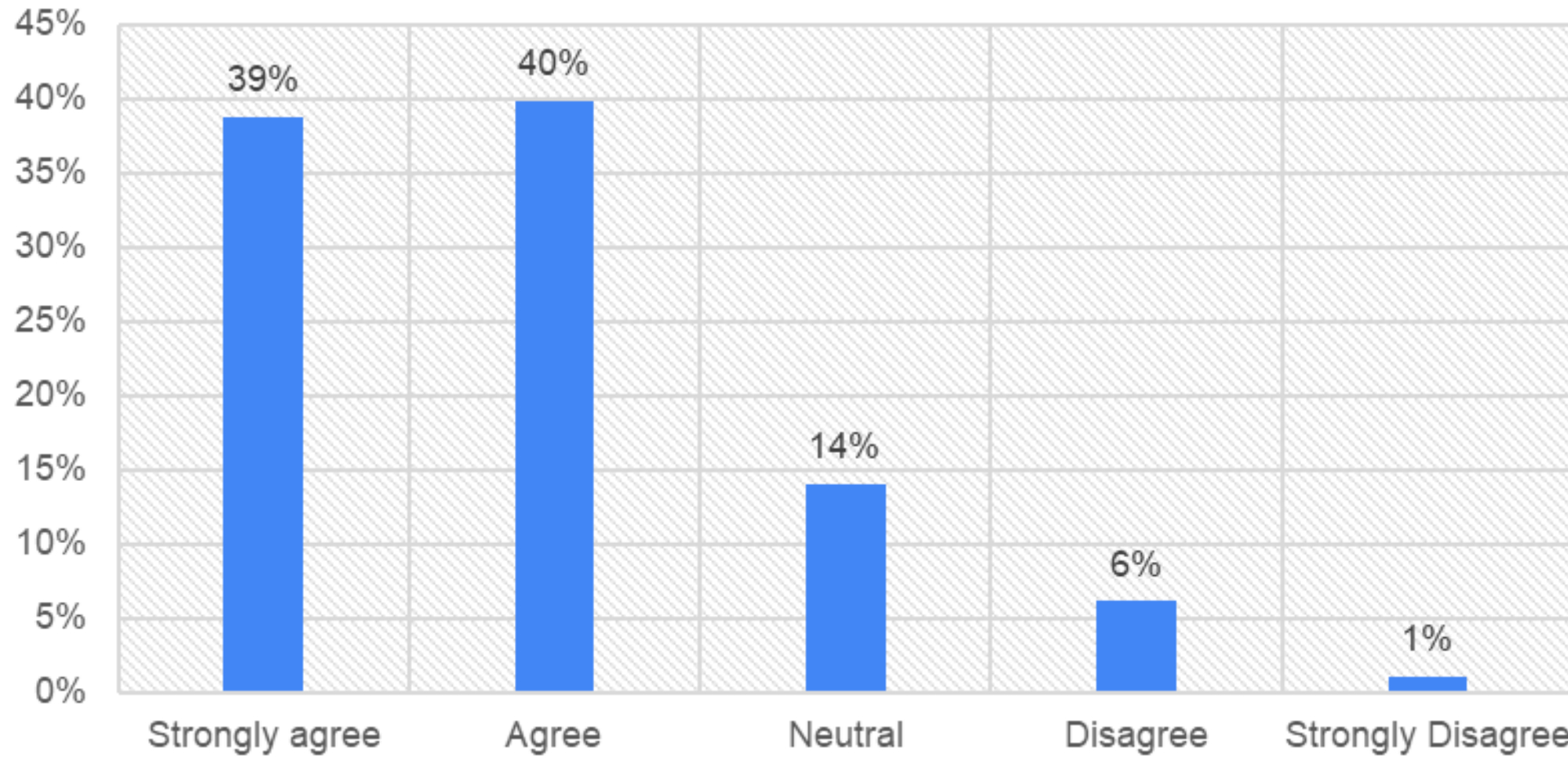
b). Salary paid in a timely manner.



c). Desire to be associated with JCRC for the next 5 years



d). Supervisor being supportive



JCRC’s consultative people management strategy has been key to maintaining a highly motivated workforce and achieving an impressive staff retention rate, averaging 90% over the years. This approach fosters an inclusive work culture by emphasizing open communication, where staff opinions and feedback are actively sought and valued in decision-making processes.

By involving employees in shaping organizational policies and initiatives, JCRC not only ensures that staff are aligned with its mission but also fosters a strong sense of ownership, belonging, and accountability, which enhances job satisfaction and loyalty.

In addition to promoting a participatory management style, JCRC places a strong emphasis on continuous professional development. Management offers tailored

90%

This high retention rate reflects the organization’s successful consultative management approach, commitment to staff development, and a positive work environment that fosters job satisfaction and loyalty.

training and growth opportunities that align with both the individual career aspirations of staff and the overall goals of the organization. This investment in professional development not only enhances staff skills and knowledge but also boosts their confidence and motivation. Furthermore, the organization cultivates a positive work environment, recognizing and celebrating staff contributions, which further reinforces morale and retention.

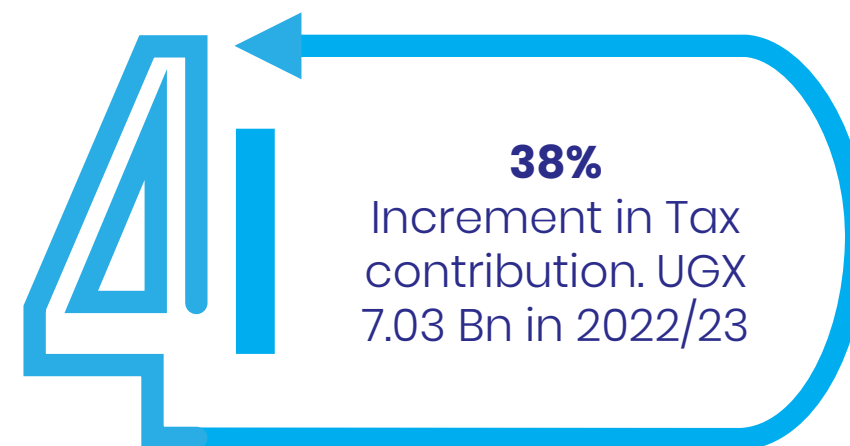
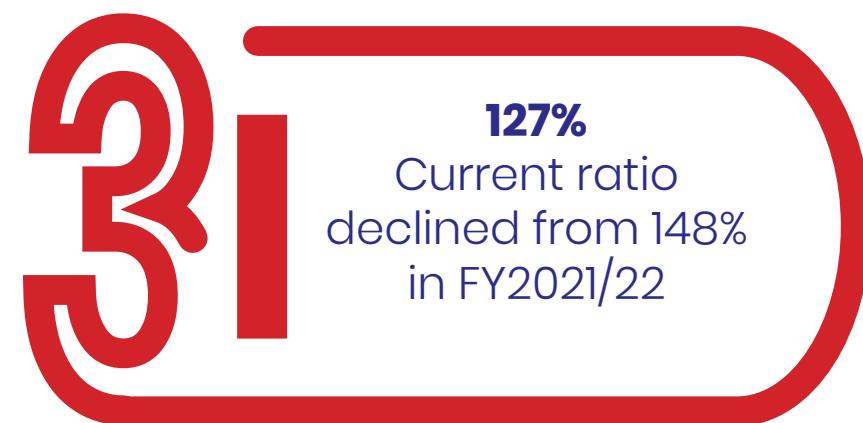
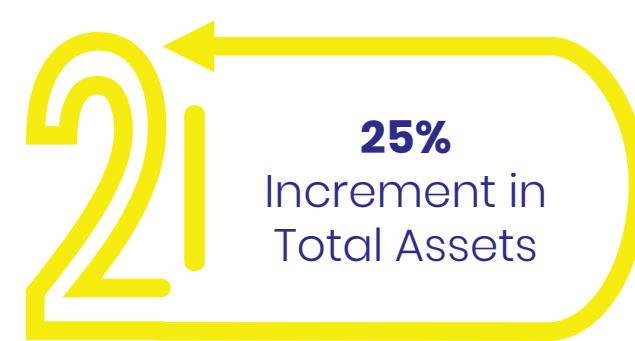
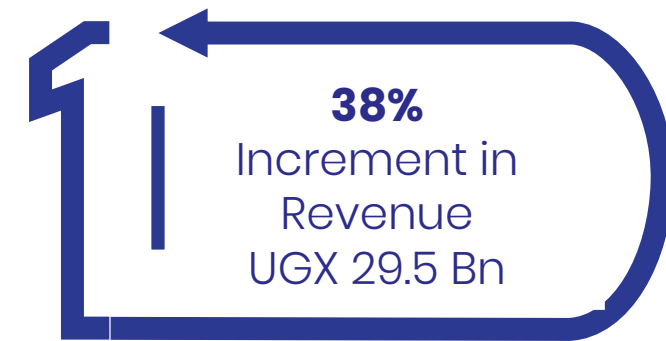
Through this holistic approach to people management, JCRC prioritizes the well-being, growth, and engagement of its employees. This has allowed the organization to build a stable and committed team that is not only cohesive internally but also instrumental in driving its overall success. The high retention rate reflects a workplace culture that values its people, ensuring long-term success in fulfilling its mission and objectives.

Our Performance Review

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Strategy Implementation Status	66

OUR FINANCES

Financial Highlights for Fy2022/2023



Overview

The financial performance reported by JCRC is derived from the audited accounts of the past four years. As an organisation established by government institutions, JCRC undergoes an annual audit by the Office of the Auditor General to ensure the accuracy of its financial statements.

Alongside these annual audits, specific audits are also required for individual projects and programs, as obligated by donors. The financial statements are prepared in accordance with the organisation's adopted International Financial Reporting Standards.



Compliance with standards, Laws, Donor Guidelines and internal policies.

The organisation ensures strict compliance with the International Financial Reporting Standard, the company's act, tax laws, donor guidelines and internal policies to ensure the accuracy of the financial reports.

The Office of the Auditor General audited the financial information included in this report. In addition to the annual statutory audit, the organisation has undergone specific program single audits (A-133 Audits) for the United Agency for International Development (USAID), the Center for Disease Control and Prevention (CDC) and the National Institutes of Health (NIH).



Income growth

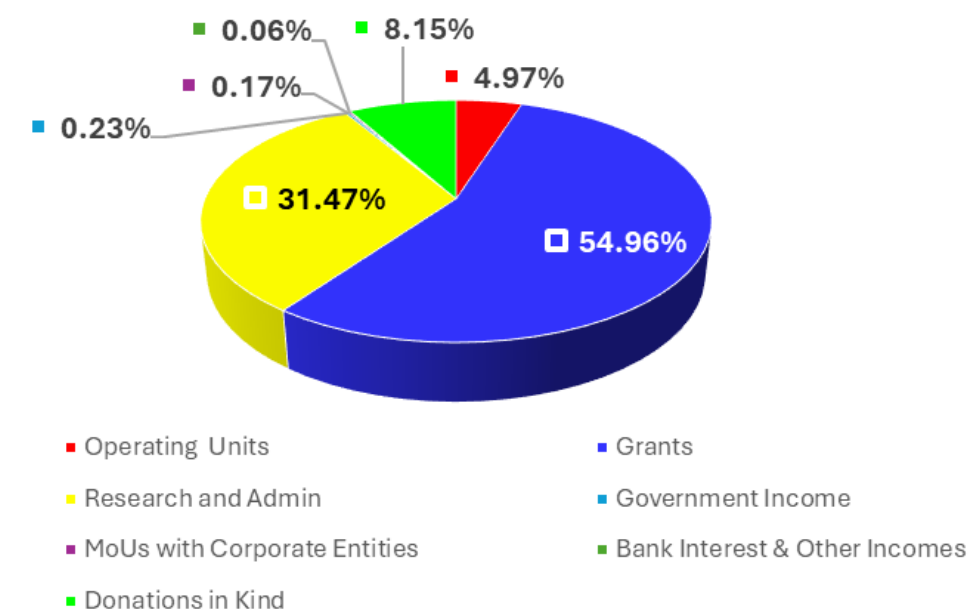
Over the past four years, our revenue has continuously increased owing to aggressive business development efforts to secure new grants.

Income grew by 38% in FY 2022/23 compared to the exponential growth of 114% in FY 2021/22. Our portfolio of donor grants was significantly boosted due to new grant wins from CDC and USAID.

Income diversification

A diverse range of income sources underpins our financial stability. Our three primary income sources include research, donor grants and internally generated income from our operating units, including the clinic and laboratory services. Other income sources include government funding, income from MoUs with corporate entities, bank-negotiated interest on account balances, and investment in fixed deposits. During the financial year 2022-2023, we further diversified our funding sources with in-kind donations of essential medical supplies.

Segments of JCRC income sources for FY 2022/23



Surplus

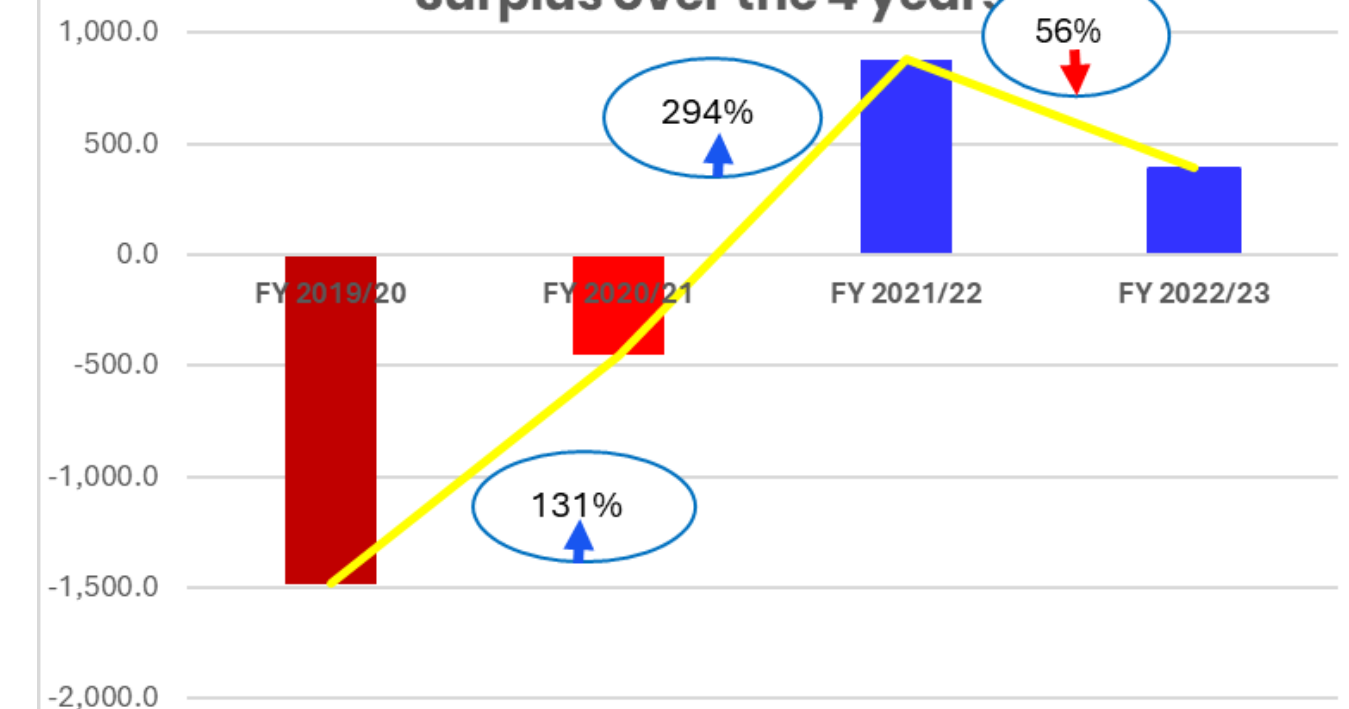
We have consistently improved our performance over the past four years, transitioning from deficits in 2019-2020 and 2020-2021 to surpluses in 2021-2022 and 2022-2023. Our commitment to maintaining a positive surplus yearly is a key part of our strategy to build institutional reserves for sustainability, providing a secure financial future for our organisation.



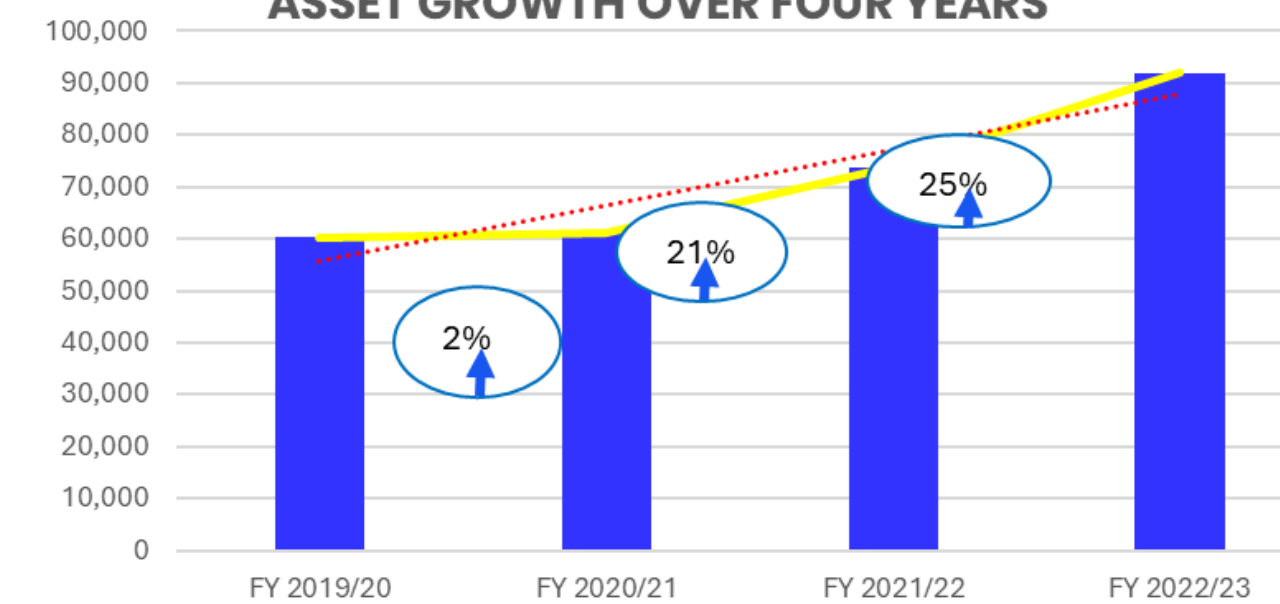
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Surplus over the 4 years



ASSET GROWTH OVER FOUR YEARS



Asset growth

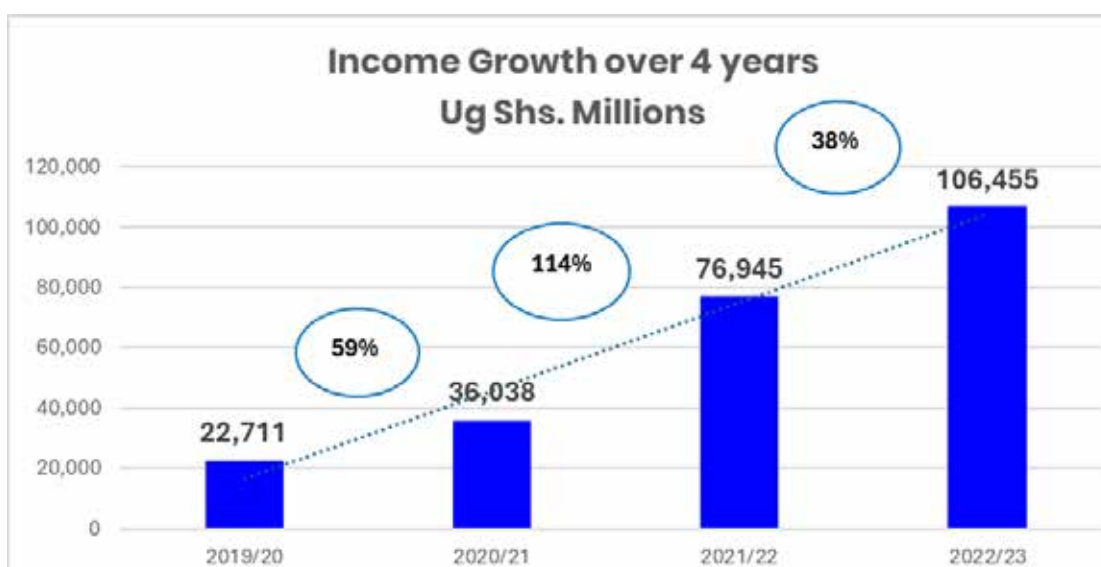
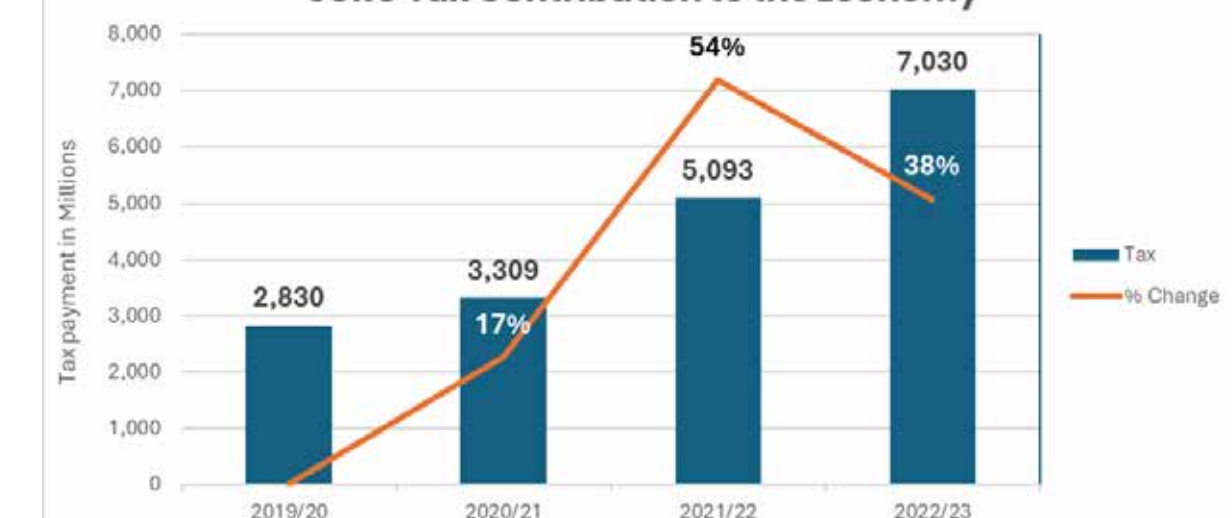
Our continuous asset base growth over the past four years is a testament to our sound financial strategy and management. This growth instils confidence in our stakeholders about the strength and stability of our organisation. In the financial year 2022/23, there was an exponential growth of 25% due to advance cash payments from our sponsors and inventory consignment of essential medical supplies received in kind. The advance cash payments are a sign of trust built over time with our sponsors.

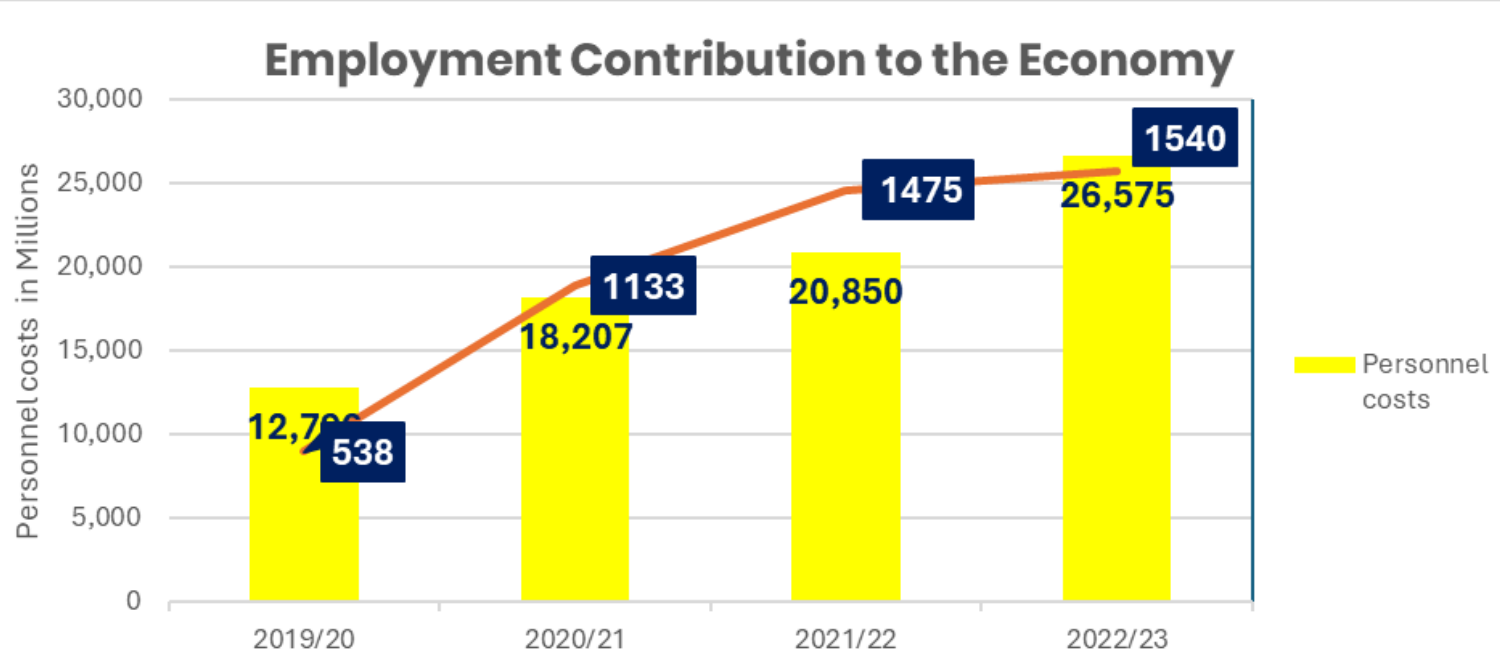


Contribution to the Economy Tax Contribution

In addition to its groundbreaking medical research, health care provision, and employment of over 1500 employees, which support the economy, JCRC contributes significantly to taxes annually. Our contribution has increased every year as we mobilize more resources.

JCRC Tax Contribution to the Economy





Contributions to Employment

JCRC has contributed to bridging the unemployment gap over the years. Our staff has increased by 186% over the past four years.



Four-year financial performance review

Income statement	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2022/23 Vs FY 2021/22 Var %
Total Resources Mobilized	22,711	36,038	76,945	106,455	28%
Total Resources Expended	24,195	36,492	76,064	106,066	28%
Surplus/(Deficit)	-1,483	-454	881	389	

The increase in revenue led to a corresponding increase in costs. Income from programs is recognised at the equivalent of incurred costs.

Financial Position	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2022/23 Vs FY 2021/22 Var %
Total Assets	Ushs. Million	Ushs. Million	Ushs. Million	Ushs. Million	25%
Total Accumulated reserves	60,192	61,195	73,767	91,898	1%
Total liabilities	57,519	54,605	58,466	58,855	54%
	2,673	6,590	15,300	33,043	

Financial performance ratios	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Government reliance ratio (Government Grants and Contributions/Total Revenue)	1.4%	5.0%	0.3%	0.2%
Administrative Expense Ratio (Administrative Expenses/Total Expenses)	60,192	61,195	73,767	91,898
Personnel cost ratio	53%	50%	27%	25%
Net surplus ratio	-6.53%	-1.26%	1.14%	0.37%

Our reliance to government grants has remained at less 5%, an indicator of high level of sustainability in the face of dwindling government funding for all sectors

The administrative expense ratio and personnel cost ratio continues to decline because we maintained the same cost structure despite increase in grant and research income. An indicator of efficient

Despite increase in the grant income, the net surplus decreased due to increase in research and program costs.

Financial Position/ Liquidity ratios	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Current ratio	4:1	2:1	1.5:1	1.3:1
Quick ratio	2.7:1	1.2:1	0.9:1	1:1

Despite the decline in our liquidity ratios, we are still in a healthy position indicating that we can meet our obligations. We strive to maintain this position.

**Audited Financial statements
Statement of Comprehensive Income**

Resources /Funds Generated	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	% Change
	Ushs. Million	Ushs. Million	Ushs. Million	Ushs. Million	2021/22 Vs 2022/23
SIncome from Operating Units	2,168	3,031	7,906	5,287	33 ▼
Grant Activity Income	6,817	12,435	41,921	58,508	40 ▲
Research and Admin Income	12,890	16,662	26,460	33,498	27 ▲
Income from Government	310	1,811	240	240	
Income from MOUs with Corporate Entities	406	1,999	294	179	39 ▼
Bank Interest & Other Incomes	119	99	124	68	45 ▼
Donations in Kind				8,675	▲
Total Resources Mobilized	22,711	36,038	76,945	106,455	
Resources / Funds expended					
Research & Project Related Costs	4,778	7,101	41,994	63,192	50 ▲
Employment Related Costs	12,796	18,207	20,850	26,575	27 ▲
Administrative Costs (Including overhead)	2,719	5,647	6,704	7,310	9 ▲
Operational Costs (Including Depreciation)	3,902	5,537	6,517	8,988	38 ▲
Total Resources Expended	24,195	36,492	76,064	106,066	
Surplus	-1,483	-454	881	389	56 ▼

The income in 2021/22 was high due blood irradiator machine donated to the radiology

Income increased due to extra grant income received for LPHS, SPHLS and Global Hope projects.

Increase due to new grant wins and achievement of milestones.

Expenditure increased due to increased research and program activities for the mobilized resources.

ASSETS	FY 2019/20	FY 2021/22	FY 2021/22	FY 2022/23	%
Non-Current Assets					
Property Plant and Equipment	47,520	48,216	51,196	50,498	1
Sub-total	47,520	48,216	51,196	50,498	1
Current Assets					
Receivables	3,953	4,210	7,205	6,532	9
Cash at bank and in hand	7,254	8,140	14,474	32,044	121 ▲
Inventory	903	547	813	2,764	240 ▲
Arrears from Government MDAs	562	81	79	60	24 ▼
Sub-total	12,672	12,978	22,571	41,400	83

Increase due to advance payment for CARES and Global Hope Projects

Inventory supplies received in Kind from Direct Relief at end of the year.

Total Assets	60,192	61,195	73,767	91,898	25
Funded by:	47,520	48,216	51,196	50,498	1
Reserves and Liabilities	47,520	48,216	51,196	50,498	1
Reserves					
Operational Reserves	8,120	5,661	5,661	5,661	
Retained Earnings	1,882	1,428	2,359	2,748	16 ▲
Other Reserves	28,613	28,613	28,613	28,613	
Revaluation Reserves	18,904	18,904	21,834	21,834	
Total reserves	57,519	54,605	58,466	58,855	
Current liabilities					
Payables falling within one year	1,260	962	5,280	7,771	47
Deferred Income	1,413	5,601	9,875	25,087	154
Government/ Statutory Arrears	0	26	145	186	28
Sub-total	2,673	6,590	15,300	33,043	
Total Reserves and Liabilities	60,192	61,195	73,767	91,898	25

.....● Increase due to advance payment for CARES and Global Hope Projects

Statement of Cashflows

	2019/2020	2020/2021	2021/2022	2022/2023
	Ushs (millions)	Ushs (millions)	Ushs (millions)	Ushs (millions)
Net cash inflows (outflow) from operating activities				
Operating Profit/Loss	(1,483)	(454)	881	389
Less: Interest Earned				-
Less Foreign Currency Gain			-	-
Add Depreciation	1,419	1,558	2,935	2,821
Add Deferred Income transferred to Grant Income	(649)	4,188		
Prior year adjustment	-	(2,459)	50	-
Add Foreign Currency Loss	57	-	-	-
Add Bad Debts Written off		-	-	-
Add Revaluation gain on assets.				
Operating Cashflow before movements in working capital	(657)	2,832	3,866	3,210
Working Capital Changes				
(Increase)/Decrease in Receivables	257	(258)	(2,995)	673
(Increase)/Decrease in Inventory	149	356	(266)	(1,951)
(Increase)/Decrease in Government Debtors	8	396	2	19
Increase /Decrease in Deferred Income			4,274	15,211
Increase/(Decrease) in Payables/Creditors	206	(298)	4,318	2,491
Increase/(Decrease) in Government/ Statutory Liabilities		26	119	40
Net cash flows (used in)/generated from operating activities	(37)	3,055	9,318	19,693

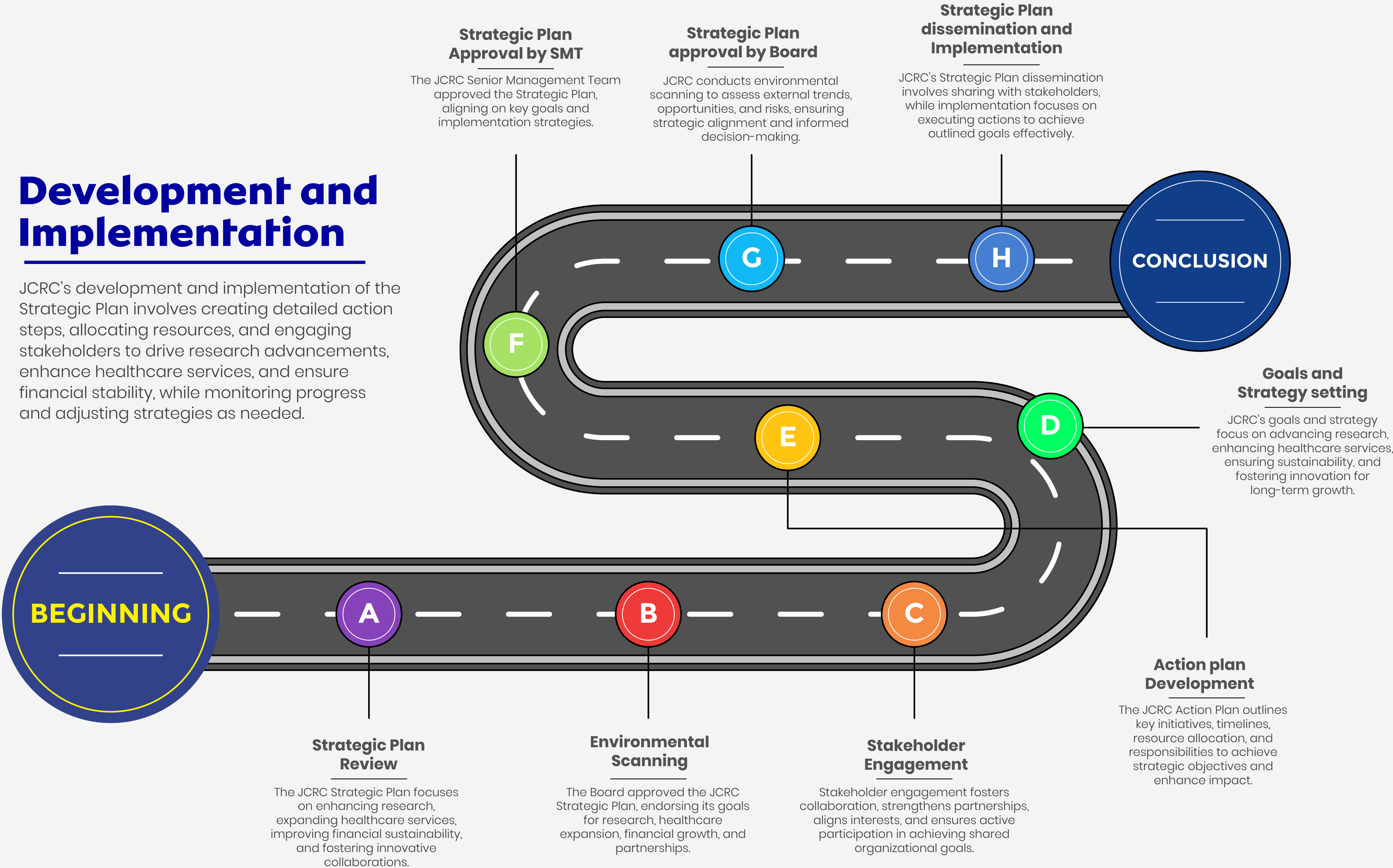
Investment activities				
Cash flow from to Investment Activities				
Interest Received	55			
Proceeds from disposal of Assets	-			
Purchase of property Plant & Equipment	(1,004)	(2,254)	2,984	2,123
Net cash flows (used in)/generated from investment activities	(949)	(2,254)	2,984	2,123
Financing activities				
Cash flow from to Financing Activities				
Cashflows from financing activities			-	-
Net cash flows (used in)/generated from investment activities			-	-
Net increase /(Decrease)e in cash and cash equivalents	(913)	801	6,334	21,816
Reconciliation of net cash flow to movement in net funds				
Cash and Cash Equivalents at beginning of the year	8,325	7,339	8,140	14,474
Increase / (decrease) in cash in the year	(986)	801	6,334	21,816
Cash and Cash Equivalent at the end of year	7,339	8,140	14,474	36,290
Cash at bank and in hand	7,339	8,140	14,474	32,044

Strategy Implementation Status

The JCRC Strategic Plan FY2021/2022 – 2025/2026 – Development and Implementation

Development and Implementation

JCRC’s development and implementation of the Strategic Plan involves creating detailed action steps, allocating resources, and engaging stakeholders to drive research advancements, enhance healthcare services, and ensure financial stability, while monitoring progress and adjusting strategies as needed.



2023 Strategy Review Meeting in Pictures



Strategic Implementation Status Continues...

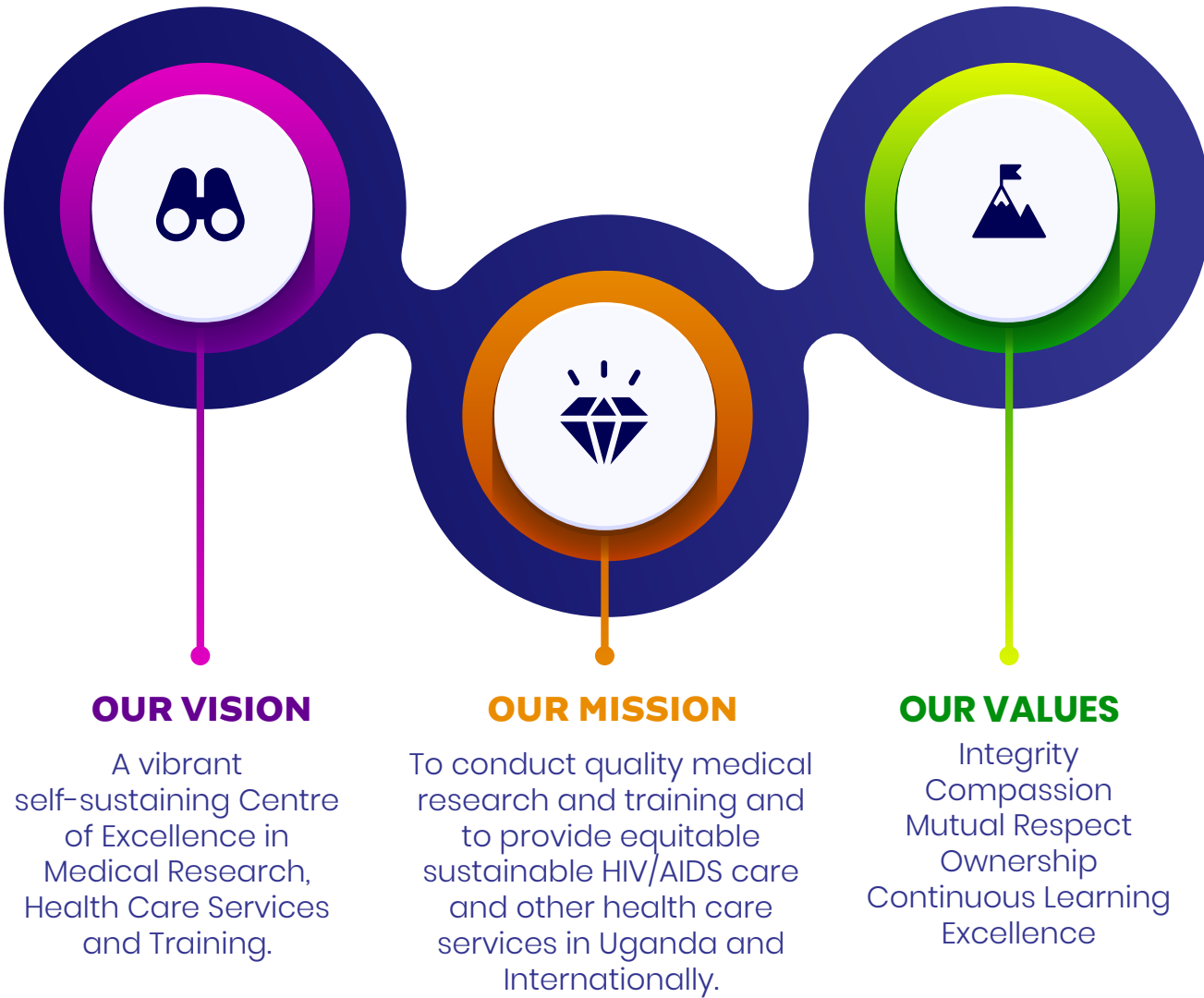
The current JCRC Strategic Plan was developed in 2021. It runs from 1st June 2021 through 31st July 2026. Now in the fourth year of implementation, the institution is on course to achieve its commitments. The plan was developed through a participatory process that included the review of the previous strategic plan, an environmental scan to identify gaps, needs, and opportunities. This was complemented with a series of stakeholder engagements that brought together JCRC Board members and the Senior Management Team to collect ideas, views and perspectives as input for the planning process and development of goals, strategic objectives, results, targets and Action Plan to inform and guide the strategic plan implementation.

The implementation of the strategic plan involves a structured approach that aligns organizational objectives with specific actions across various levels of the organization. The plan is operationalized by departments through the development of annual work plans detailing activities, timelines, and responsible parties. This is supported by a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) system, that ensures continuous tracking of progress and outcomes against set targets. Key performance indicators are identified to measure success in areas such as research expansion, clinical care, Training, and service diversification.

The implementation process also emphasizes stakeholder engagement, including staff, community partners to foster collaboration and ensure that interventions are relevant and impactful. Regular reviews and adaptive management strategies allow JCRC to respond to emerging challenges and opportunities, maintaining alignment with the strategic objectives and driving sustainable growth and impact in health service delivery and research. The following section is a highlight of the key achievements the organization attained in 2022 under each of the strategic objectives and the strategies that were used.

MISSION, VISION AND VALUES

JCRC's mission is to advance clinical research and deliver exceptional healthcare services, aiming to improve patient outcomes and drive innovation. Their vision is to be a global leader in research and care, setting new standards in health and science. Core values of integrity, excellence, collaboration, and compassion underpin their commitment, guiding efforts to foster scientific advancements, support communities, and ensure the highest quality of care and research excellence.



JCRC Goals

Vision: A Vibrant self-sustaining Centre of Excellence in Medical Research, Training and Healthcare Services.

Mission: To conduct Quality Medical Research and Training, provide equitable and sustainable HIV/AIDS care and other health care services in Uganda and Internationally.

Research Goal 1: To strengthen local research capacity for evidence-based policy-making and affordable health solutions	Clinical Services Goal 2: To provide efficient, responsive client-centered clinical services	Laboratory Services Goal 3: To develop the laboratory's capacity for diagnostics, systems strengthening and product development	Programs Goal 4: To lead development, coordinate & support delivery of diversified health programs to match the changing local and global health priorities	Training Goal 5: To facilitate capacity building of human resource for responding to current and emerging health needs	Finance and Admin Goal 6: To strengthen operational and management systems for effective and efficient service delivery	Resource Mobilisation Goal 7: To generate JCRC owned resources for investment
Strategic Objectives SO1.1: To increase the Volume and breadth of research done in JCRC SO1.2: To improve the Quality of JCRC research SO1.4: To Strengthen the Dissemination of research findings	Strategic Objectives SO2.1: To improve client management systems for better care experience SO2.2: To strengthen and expand capacity of specialized clinics and Pharmacy SO2.3: To establish a Critical Care unit, Pharmacokinetic unit, and Wellness Program SO2.4: To establish holistic capacity for Gene Therapy	Strategic Objectives SO3.1: To strengthen the laboratory infrastructure and human resource capacity for biomedical product development towards industrialization SO3.2: To strengthen Laboratory capacity for research SO3.3: To support the public sector health laboratories to improve and monitor sustainable quality laboratory services in Uganda through JCRC CAP Accredited laboratories. SO3.4: To improve and maintain quality and operational efficiency of JCRC laboratories	Strategic Objectives SO4.1: To diversify JCRC' Program portfolio to delivery of non-HIV health programs SO4.2: To strengthen Institutional, national capacities and responses to Emerging Global Health SO4.3 Strengthen capacities of Private and Public Health Facilities in Advanced HIV care; SO4.4 Strengthen capacities of public and private health facilities in Big Data Analytics SO4.5 To Strengthen the Institutional Monitoring, Evaluation, Accountability & Learning System.	Strategic Objectives SO5.1: To expand the Training programs offered at JCRC SO5.2: To Operate a Regional Training hub at JCRC SO5.3: To strengthen the management systems & infrastructure of JCRC training Institute SO5.4: To increase visibility of JCRC training programs	Strategic Objectives SO6.1: To strengthen Financial Mgt processes SO6.2: To develop staff capacity and support performance toward goals SO6.3: To strengthen capacity and support integration of ICT infrastructure and management systems SO6.4: To develop capacity for Knowledge Mgt & Data warehousing SO6.5: To strengthen quality assurance processes of Fin & Admin SO6.5: To strengthen institutional logistics and infrastructure support	Strategic Objectives SO7.1: To establish and operate JCRC investment platform SO7.2: To increase visibility of JCRC Brand SO7.3: To scale-up corporate collaborations & lobby with government SO7.4: To strengthen the development and implementation of JCRC business Strategy

Core Values

Integrity Confidentiality Compassion Mutual Respect Ownership Team work Accountability Continuous Learning Innovation Excellence

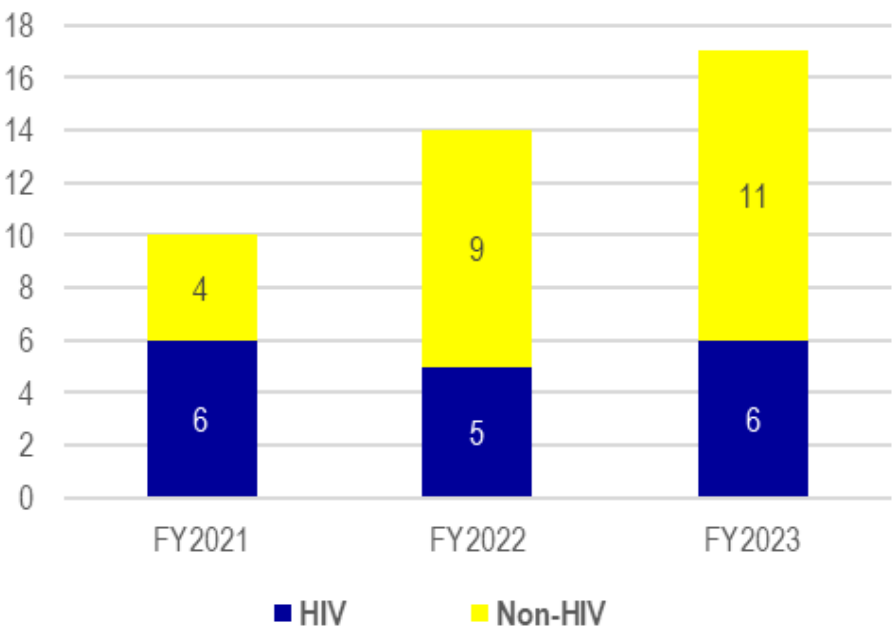
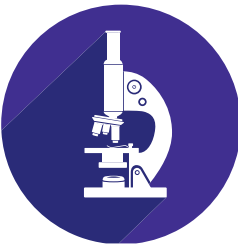


Our Research Programs

Increasing the Volume and Breadth of Research in JCRC

The institution used various approaches to increase the volume and breadth of its research such as increasing the submission of research concept notes/proposals. This has enabled JCRC to win new projects in addition to attracting diverse funding from new research sponsors. By building and nurturing relationships with new research partners, JCRC was able to expand its collaborative network, facilitating the exchange of knowledge and resources that enhance research capabilities.

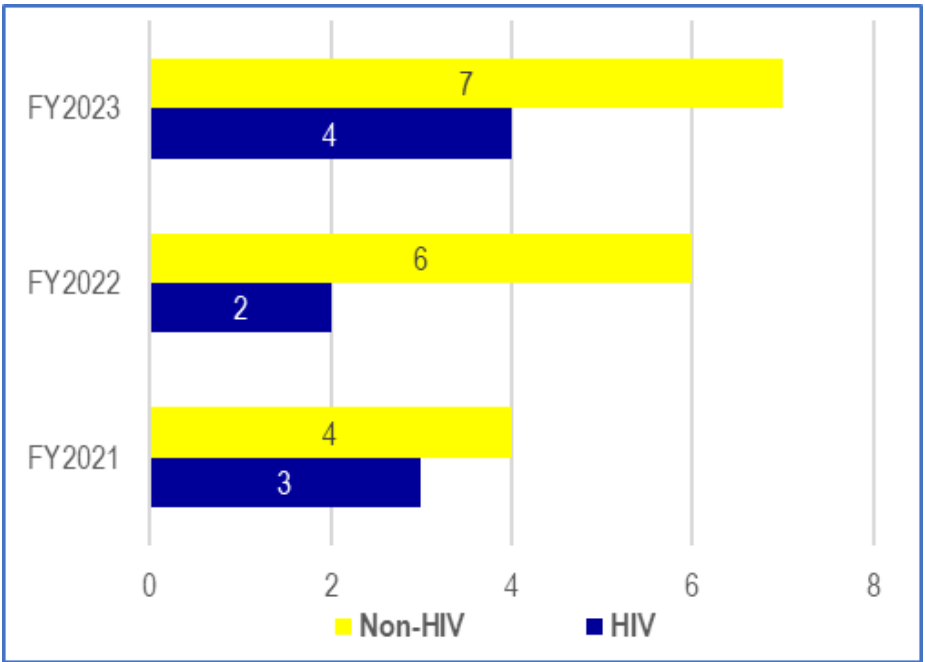
Additionally, the successful implementation of ongoing projects reinforced JCRC's reputation for excellence, thereby attracting further opportunities. The institution also emphasized the generation of own research protocols which allows for innovative exploration of relevant health issues and the development of homegrown solutions. These strategies collectively significantly strengthened JCRC's research portfolio, contributing to a broader impact in health research.



Research Proposals Submitted

- The total number of research proposals submitted to potential donors has progressively increased in the past 3 years.
- 17 research proposals (6 HIV, 11 non-HIV), were submitted in 2023 reflecting JCRC's strategic commitment to broadening its research scope beyond its traditional HIV.
- Compared to the 14 proposals submitted in 2022 there was a notable increase in volume and breadth of research activities.
- The growth represents 22% increase in proposals submitted, with a 18% increase in HIV proposals and 20% rise in non-HIV proposals, underscoring JCRC's enhanced focus on expanding its research into diverse health domains while maintaining strong expertise in HIV research.

Research Continues....

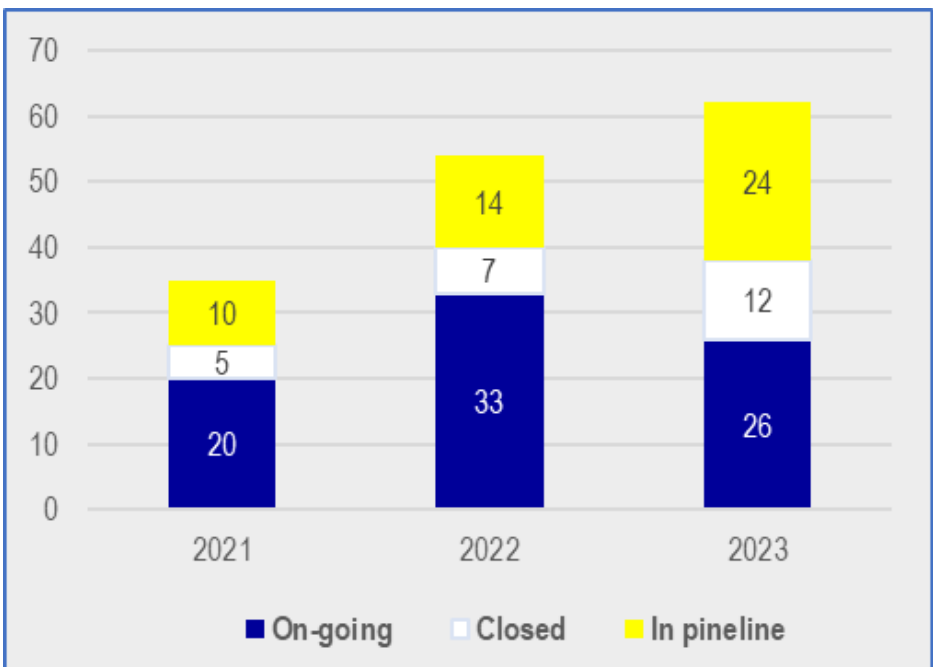


New Research Partners (collaborators/sponsors) attracted

- The institution has continued to attract and retain significant numbers of new partners i.e. collaborators and sponsors.
- Partnership entities comprise health facilities government ministries and departments, pharmaceuticals, academia, research institutions,
- Health areas of partnership include HIV, TB, Covid, Yellow Fever, Malaria, Hepatitis B, Sickle cell, Vaccine development, Gene therapy, Bone marrow transplant

The growth in collaborations and partnership is propelled by:

- Global networking and collaborations
- Reputation for high-quality research
- Strong local and regional presence



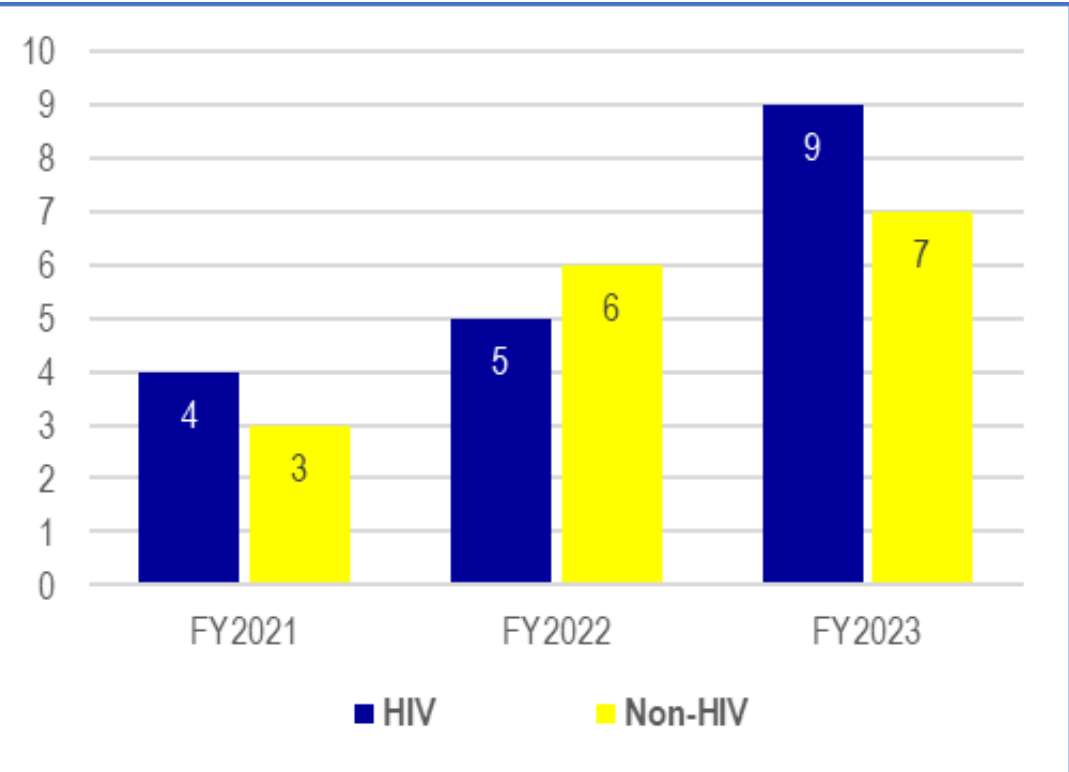
Improving the Quality of JCRC research

The Joint Clinical Research Centre (JCRC) has successfully implemented the Total Quality Management (TQM) approach to enhance the quality of its research operations, ensuring continuous improvement and a culture of excellence across all activities. Central to this approach is the development of comprehensive quality management systems, including the creation and application of standardized operating procedures (SOPs) and regular quality audits. By adhering to international research standards, JCRC guarantees consistency, reliability, and precision in its research processes.

JCRC's commitment to maintaining high-quality standards is further reinforced through staff training and capacity building. By equipping its research teams with the necessary skills and knowledge, the organization ensures that its workforce remains competent and up-to-date with the latest research

New Research Projects Won

- The number of new research projects won have increased in the past 3 years.
- 11 research proposals (4 HIV, 7 non-HIV), were submitted in 2023 reflecting JCRC's strategic commitment to broadening its research scope beyond its traditional HIV.
- This is a notable increase in number of new research projects won compared to the 8 won in 2022
- Factors responsible for the good performance include;
 - Strong research infrastructure
 - Proven track record of quality output
 - Diversification of Research Focus
 - Proactive Grant Writing and Proposal Development



Total Research Projects Implemented

- The total number of research projects implemented in a year have increased from 20 in 2021 to 26 in 2023.
- For the period under review the on-going projects reduced from 33 in 2022 to 26 in 2023 due to close of some projects
- However, the number of new projects in pipeline increased from 10 in 2021 to 14 in 2022 to 24 in 2023.
- The growth in collaborations and partnership is propelled by:**
 - Global networking and collaborations
 - Reputation for high-quality research
 - Strong local and regional presence

methodologies. This investment in human capital is crucial to the effective implementation of quality management systems.

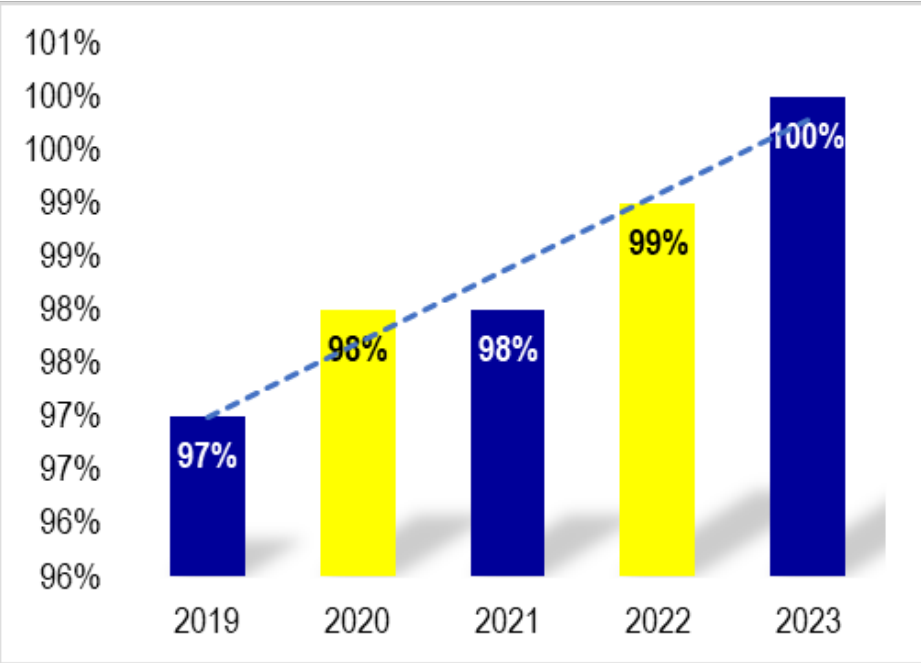
Moreover, JCRC has fostered a collaborative environment that encourages feedback and engagement from key stakeholders. This inclusive approach improves coordination and communication across various research projects, driving efficiency and innovation. The organization's integration of advanced data management systems enhances data integrity, while its strong commitment to ethical and regulatory compliance ensures participant safety throughout the research process.

Through the holistic application of TQM principles, JCRC has successfully elevated the overall quality of its research. This has led to better outcomes, increased credibility in the scientific community, and further cemented the organization's role as a leader in clinical research.

Approaches employed by JCRC for Total Quality Management

JCRC's Total Quality Management (TQM) approach integrates several key strategies to ensure high-quality research outcomes. These include the development and implementation of standardized operating procedures (SOPs) to maintain consistency and precision in processes, alongside regular quality audits to monitor compliance and identify areas for improvement.

Staff training and capacity building are prioritized to ensure teams possess the necessary skills and knowledge to uphold quality standards. JCRC also fosters stakeholder collaboration to enhance communication and coordination across projects. Additionally, advanced data management systems and strict adherence to ethical and international research standards ensure data integrity and participant safety.



Research Participant Recruitment Rates

- Research participant recruitment rates in JCRC have been considerably high rising for 3 consecutively years
- Recruitment rate for the period under review was 100% having risen from 99% and 98% in 2022 and 2021 respectively

Factors responsible for the high participant recruitment rates are;

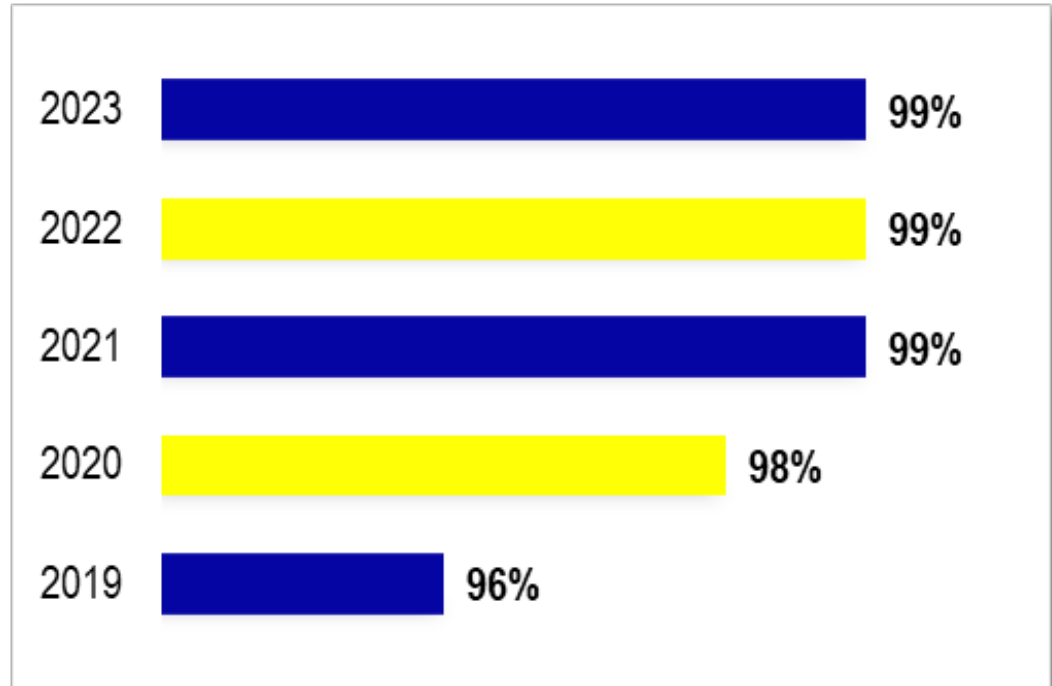
- Extensive community sensitization
- Effective engagement of community leaders
- Clear and Elaborate communication strategy
- Community Engagement and Trust
- Clear Communication of Benefits
- Reputation and Credibility

Research Participant Retention Rates

- Research participant retention rates in JCRC have been very achieving 99% for consecutively 3 years
- Retention rate for the period under review was 99% having risen from 98% in 2020

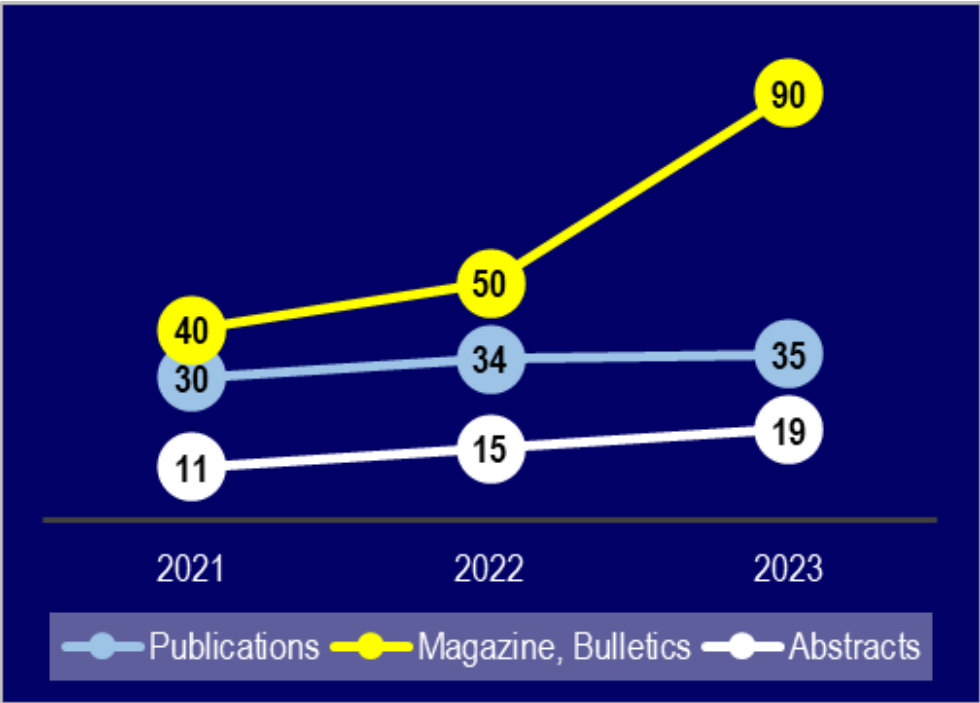
Factors responsible for the high performance include;

- Extensive community sensitization
- Effective engagement of community leaders
- Effective Outreach and Marketing
- Clear and Elaborate communication strategy



JCRC prioritizes research participant retention, essential for the success of clinical studies, through a multifaceted approach that ensures participants feel supported, informed, and valued. This includes comprehensive support services, such as regular follow-ups, study updates, and access to healthcare resources. Clear communication of study expectations and the provision of incentives help foster trust and participant engagement.

JCRC's commitment to high ethical standards, participant safety, and confidentiality further strengthens relationships between participants and research staff. By maintaining a participant-centered approach, JCRC achieves strong retention rates, ensuring reliable data and the overall success of its clinical research programs.



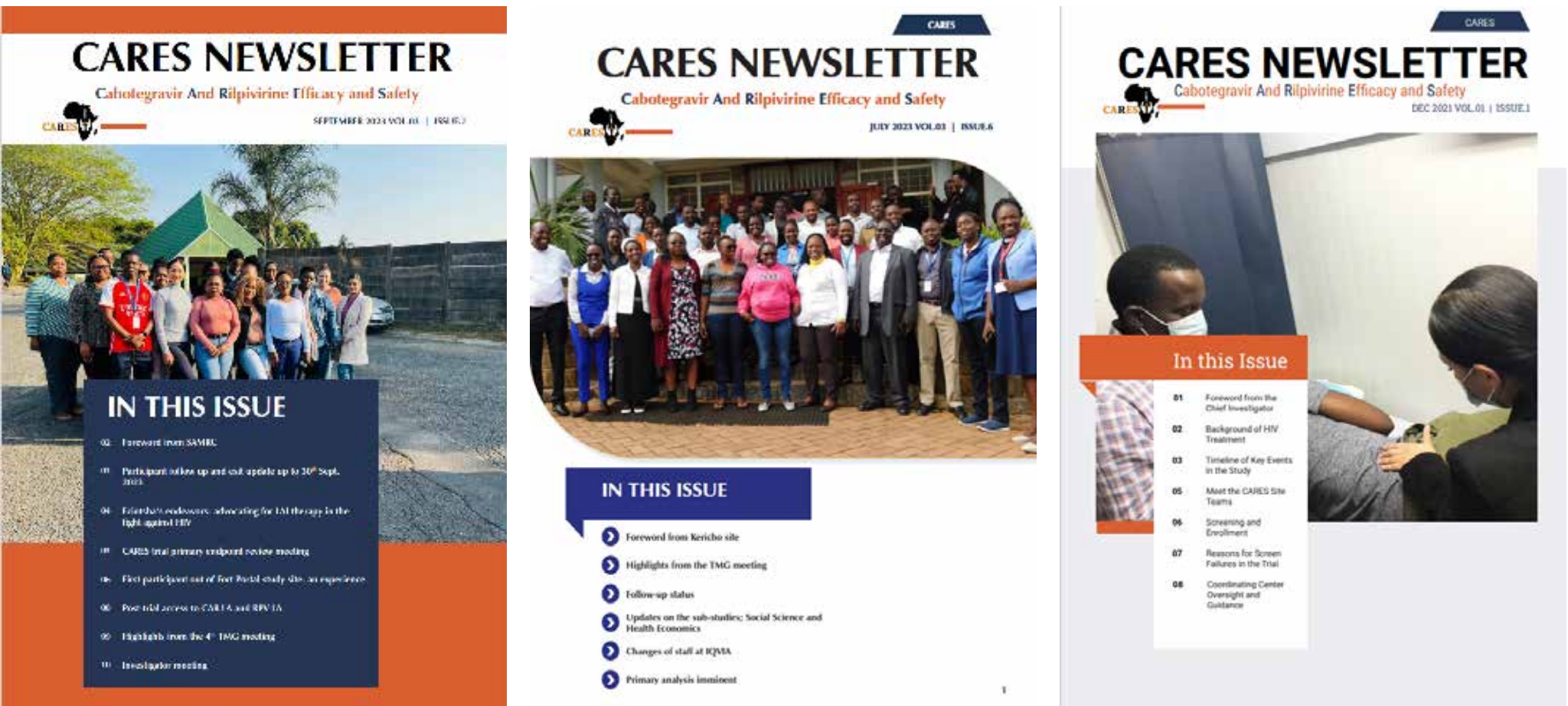
Publications and Abstracts by JCRC

- The number of publications and abstracts produce increased significantly compared to the previous years.
- The period under review witnessed a 20% increase in the number of conferences presented
- JCRC made high-impact publications in peer-reviewed journals to include New England Journal of Medicine, Nature, Clinical Infectious Diseases, Lancet Adolescent Health and Lancet Gastroenterology and Hepatology

Factors responsible for the increased publications include:

- Increased Research Output
- Funding and Institutional Support

Production of Printed Material (Newsletters, Magazines, Bulletins)



The JCRC Research Newsletters and Magazines are essential platforms for disseminating scientific discoveries, project updates, and research advancements from the Joint Clinical Research Centre (JCRC). These publications highlight the progress of ongoing research and the results of completed studies, with a special focus on HIV/AIDS, non-communicable diseases, and other significant public health issues.

Covering a wide range of topics, including clinical trials, collaborative studies, and medical care innovations, the newsletters and magazines contribute important findings to the global scientific community. Targeted towards researchers, healthcare professionals, policymakers, donors, and stakeholders, they deliver clear, well-organized content that keeps readers informed about the latest developments in research.

Released quarterly and semi-annually, these publications have built a strong reputation for scientific excellence. They serve not only to communicate research findings but also to foster dialogue and collaboration within the research community. By consistently reaching local and international audiences, they have enhanced JCRC's visibility, attracting recognition and support from funders and stakeholders. This increased visibility has played a crucial role in securing funding for future projects and strengthening partnerships with both local and global collaborators.

In addition to their role in research communication, the newsletters and magazines have significantly contributed to JCRC's influence in shaping health policies. Through the presentation of evidence-based findings, they provide policymakers and stakeholders with critical data to inform public health decisions. Moreover, these publications have driven innovations in treatment and care, especially in areas where JCRC is pioneering groundbreaking work.

In summary, the JCRC Research Newsletters and Magazines are key components of the centre's communication strategy. They continue to play a vital role in increasing JCRC's impact, strengthening its reputation as a leader in medical research, and promoting collaboration. These publications are invaluable tools for advancing JCRC's mission and contributing to global efforts to address major health challenges.



Our Clinical Services

At JCRC, we provide personalized care with compassion, integrating the latest medical advancements. Our approach ensures each patient receives individualized attention, combining cutting-edge treatments with empathy to enhance both outcomes and patient well-being.



JCRC provides comprehensive HIV prevention, care, and treatment services tailored to adults, children, adolescents, and the elderly. These services include HIV testing and counseling, antiretroviral therapy (ART), viral load monitoring, and treatment adherence support. Prevention efforts are enhanced through the provision of pre-exposure prophylaxis (PrEP), post-exposure prophylaxis (PEP), and education on safe practices to reduce HIV transmission. For children and adolescents, specialized pediatric and adolescent-friendly services are designed to address the unique needs of these groups, including age-appropriate counseling and psychosocial support. The elderly receive care that addresses both HIV management and age-related health challenges, ensuring a holistic approach to their overall well-being.

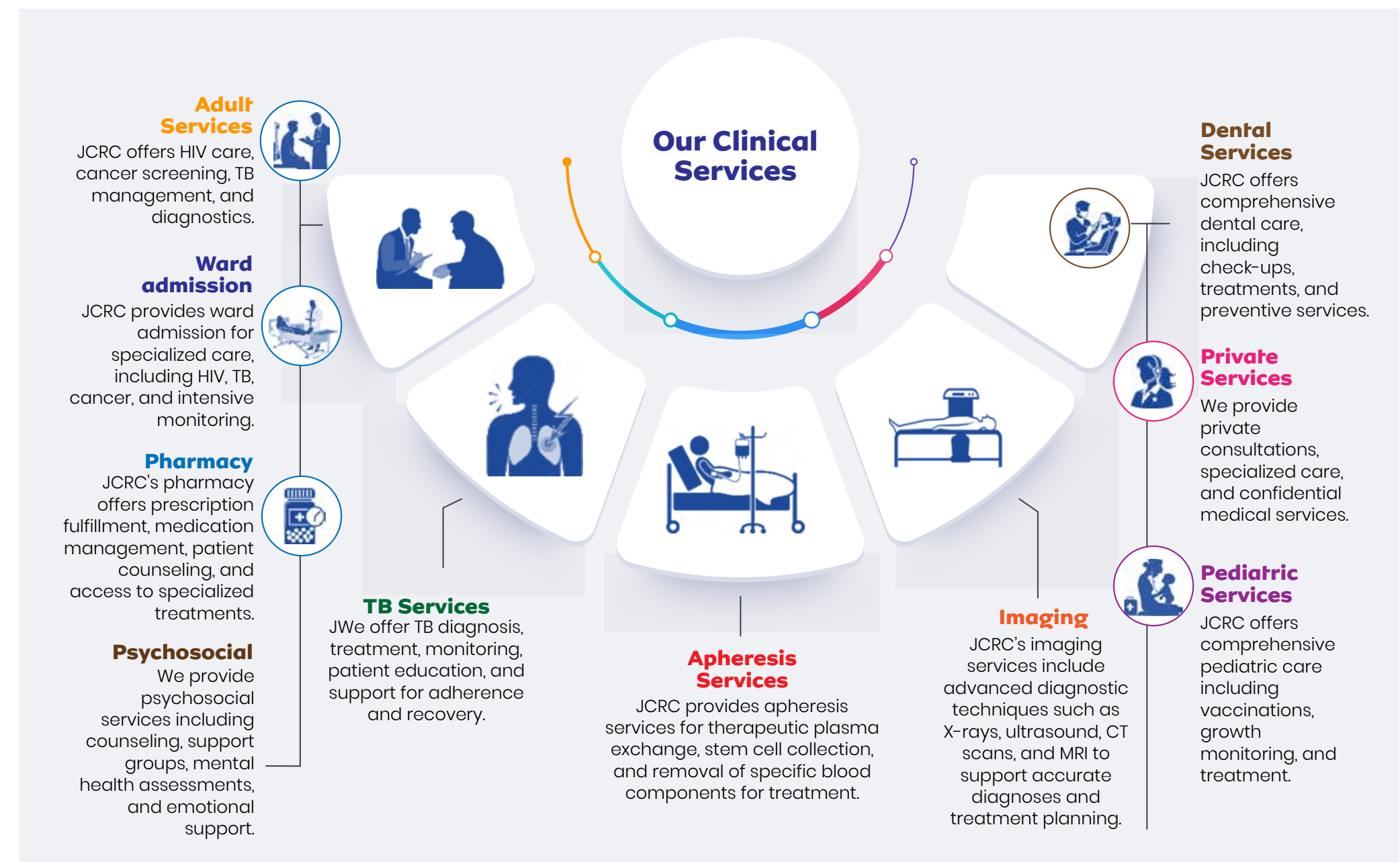
Beyond HIV services, JCRC offers a range of non-HIV services that cater to diverse health needs. These include dental care, imaging services, inpatient care through a well-equipped ward, and apheresis for blood component separation and management. Psychosocial support is available for individuals and families coping with various health conditions. The wellness clinic provides preventive care and health promotion, routine health checks and lifestyle counseling.

TB services focus on prevention, screening, and treatment of TB particularly for co-infected with HIV. The center also manages sickle cell disease, offering comprehensive care to improve the quality of life for affected individuals. The JCRC pharmacy provides medication for both HIV and non-HIV conditions, while the private clinic offers specialized and personalized care. These integrated services ensure JCRC meets the diverse health needs of its clients, promoting overall health and well-being.



Clinical Services provided by JCRC:

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Clinical Services Continues....

Improving Client Management Systems

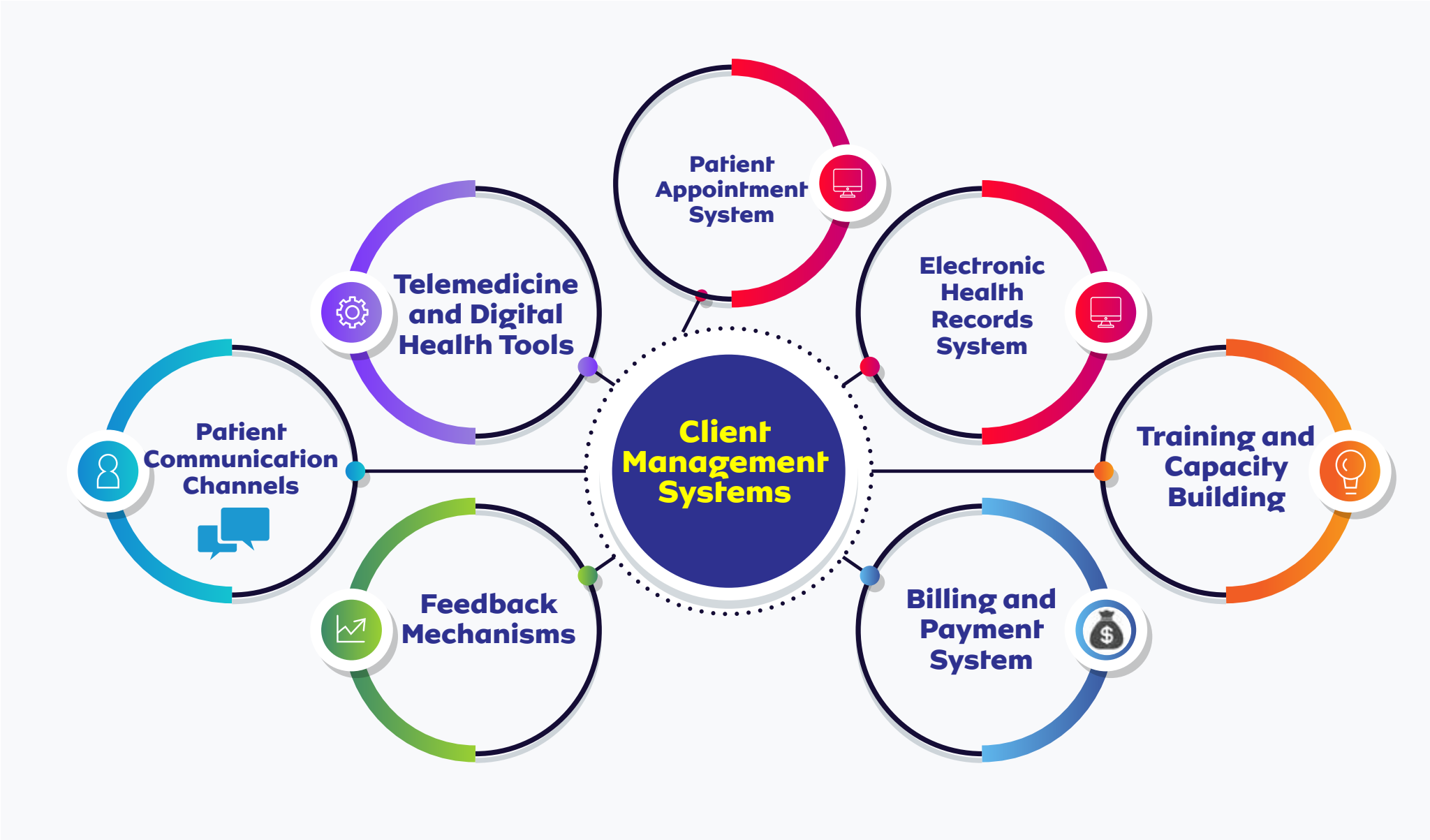
Various interventions were used by JCRC to improve the Client Management Systems for enhanced care experiences, focusing on technological and operational enhancements. Strategies included the improvement of electronic patient medical records systems to streamline patient data management, ensuring timely and accurate access to information, integration of patient feedback mechanisms to regularly assess and address client needs and satisfaction, enabling responsive adjustments to care processes.

JCRC also invested in staff capacity development to improve client interaction skills and service delivery, fostering a client-centered care culture. Enhanced communication and coordination among clinicians also prioritized, supported by robust IT infrastructure that ensured smooth and secure data sharing. Collectively, these strategies led to a more efficient, personalized, and responsive care environment, leading to better patient experiences and outcomes.

Strengthening Client Management Systems

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Improvements in JCRC’s client management systems have yielded substantial positive results, significantly enhancing the overall patient experience. The upgrade to electronic health records and the optimization of patient workflows have effectively reduced waiting times, allowing for a more efficient and timely care process. This reduction in waiting times has directly contributed to increased client satisfaction, as patients experience a smoother and more organized appointment scheduling system and more streamlined case management.

The advancements in client management have also led to higher client retention rates, as evidenced by recent data. The enhanced systems enable better tracking of patient interactions, follow-ups, and overall care, fostering stronger relationships between clients and healthcare providers. This not only improves patient outcomes but also demonstrates JCRC’s dedication to delivering high-quality care. Overall, these system improvements reflect JCRC’s commitment to creating a more responsive, effective, and patient-centered healthcare environment.

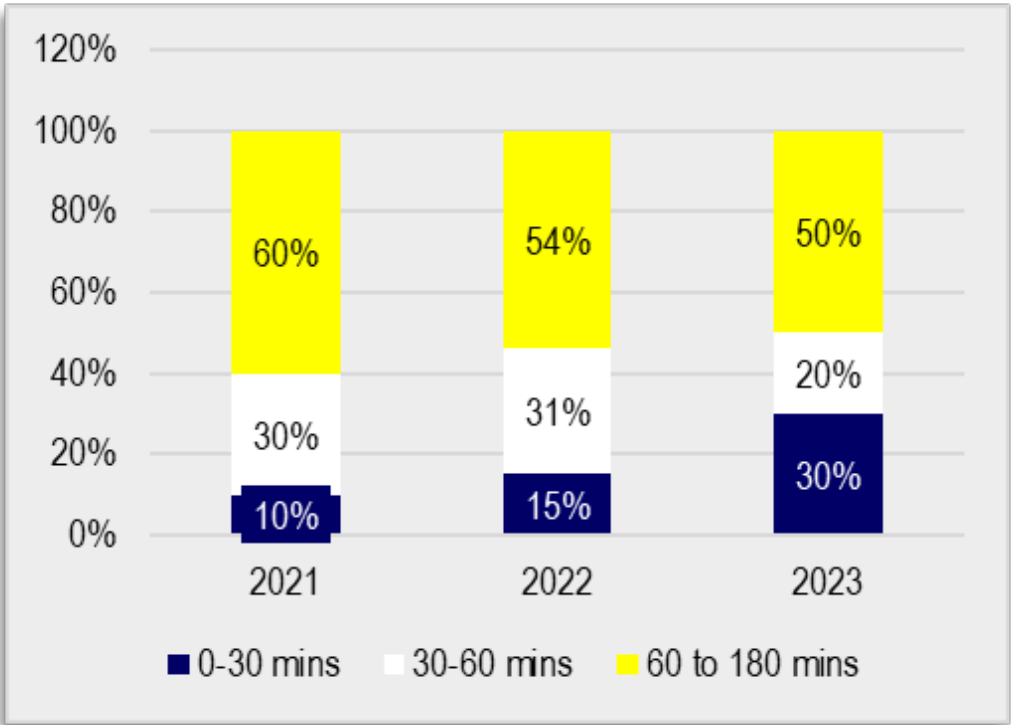
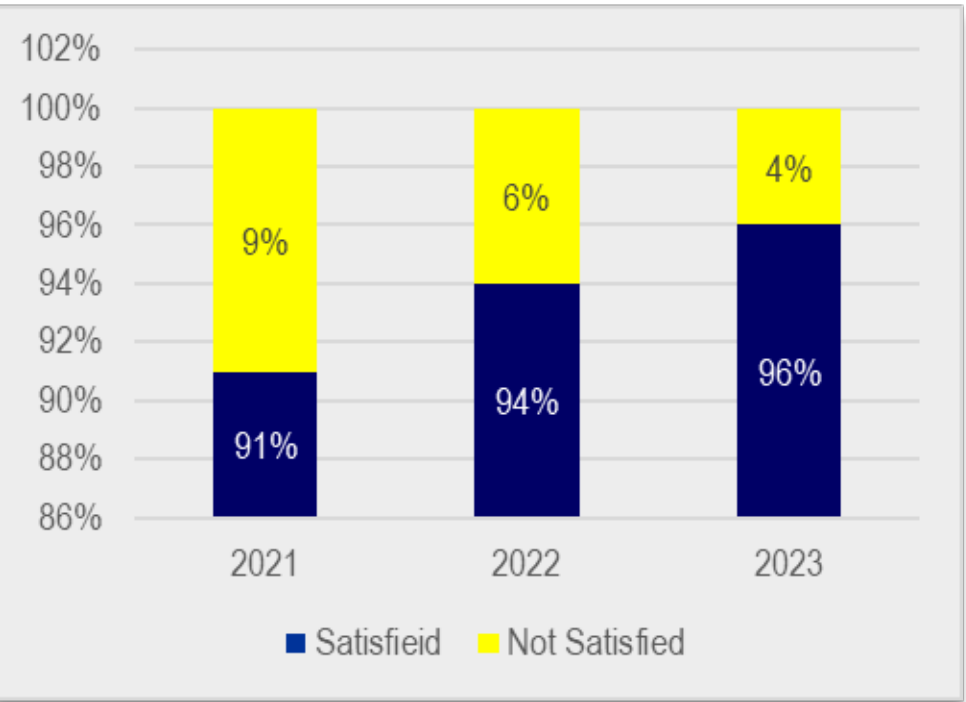
Clinical Services Continues....

Publications and Abstracts by JCRC

- Overall client satisfaction scores for individuals utilizing JCRC clinical services continues to improved yearly.
- The proportion of Client satisfied with the services provided by JCRC increased from 94% in 2022 to 96% in 2023 reflecting enhanced patient experiences.

Factors responsible for the improvement include

- Upgrade of electronic medical records system (ICEA)
- Investment in staff training to enhance patient interaction skills
- Introduction of structured patient feedback mechanisms



Total Patient Waiting Time

- Total Patient Waiting Time has reduced over time each year reflecting improvement in JCRC’s patient flow management.
- The proportion of clients served within 30 mins increased from 10% in 2021 to 15% in 2022 to 30% in 2023, while the proportion of clients served in 3 hours dropped from 60% in 2021 to 54% in 2022 to 50% in 2023.

Factors responsible for the improvement include

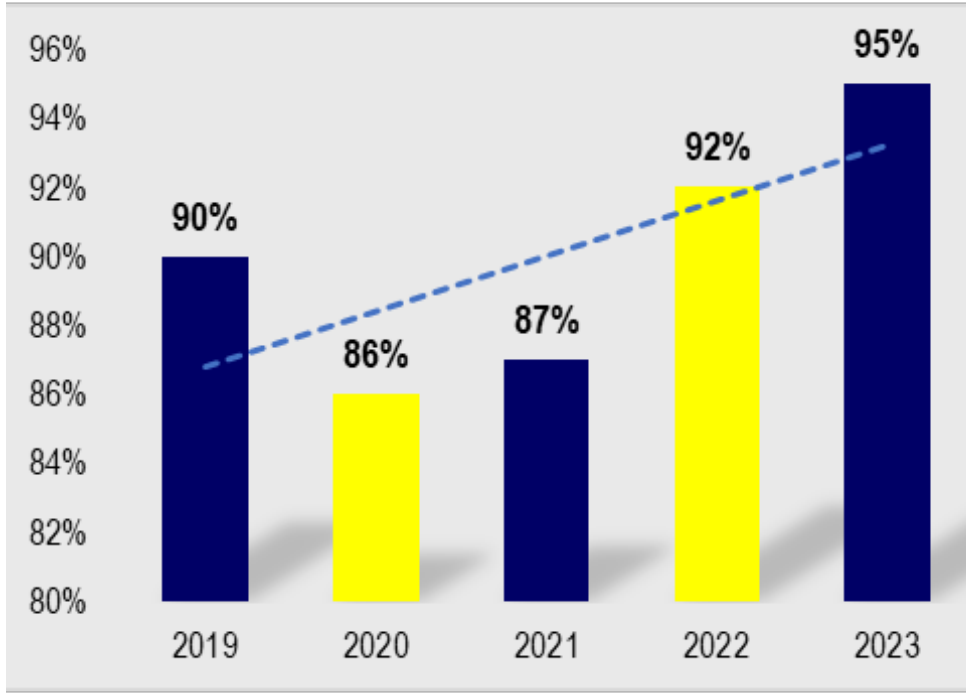
- Improvements in JCRC’s patient flow management.
- Expanded clinic hours and optimized clinic flow
- These improvements imply JCRC’s efforts to reduce waiting times have been effective, contributing to better patient satisfaction and clinic efficiency.

Client Retention Rate

- Client Retention Rates has improved over time each year reflecting improvement in JCRC’s patient flow management.
- Client Retention was lowest in 2020 and 2021 due the Covid-19 outbreak standing at 86% and 87% respectively. However the rates recovered in 2022 to 92% and 95% in 2023.

Factors responsible for the improvement retention rates are

- Strengthened community engagement
- Patient-Centered Approach
- Skilled and Friendly Staff
- Effective Communication
- Follow-Up and Reminders
- Provision of high-quality care



Strengthening and Expanding Capacity of Specialized Clinics and Pharmacy

JCRC implemented a variety of strategies to strengthen and expand the capacity of its specialized clinics and pharmacy. Recognizing the unique needs of its clients, JCRC tailored its services to ensure that vulnerable populations, such as sex workers, men who have sex with men, and people who inject drugs, received the necessary support and treatment. This involved creating specialized programs that addressed both the medical and psychosocial needs of these populations, ensuring that they had access to comprehensive care. By doing so, JCRC not only expanded its reach but also enhanced its impact on public health outcomes.

In addition to its work in HIV/AIDS, JCRC diversified and scaled-up the provision of non-HIV services offering through its private clinic. The medical services provided include dental care, imaging, apheresis, and sickle cell management, Admissions. These services were designed to meet the growing needs of the community and to provide patients with access to high-quality care in a convenient and integrated setting. By expanding its service offerings, JCRC was able to attract a broader patient base and ensure that more individuals received the comprehensive care they needed, all under one roof. JCRC introduced unique services to further enhance its specialized care offerings. Among these were blood product irradiation services, which are crucial for immunocompromised patients, and blood density assessment using DEXA scan, which helps in the diagnosis and management of osteoporosis. JCRC expanded its Advanced HIV Disease (3rd line) Management services, providing patients with access to the latest treatments and ensuring that those with complex cases received the specialized care.

Clinical Services Continues....

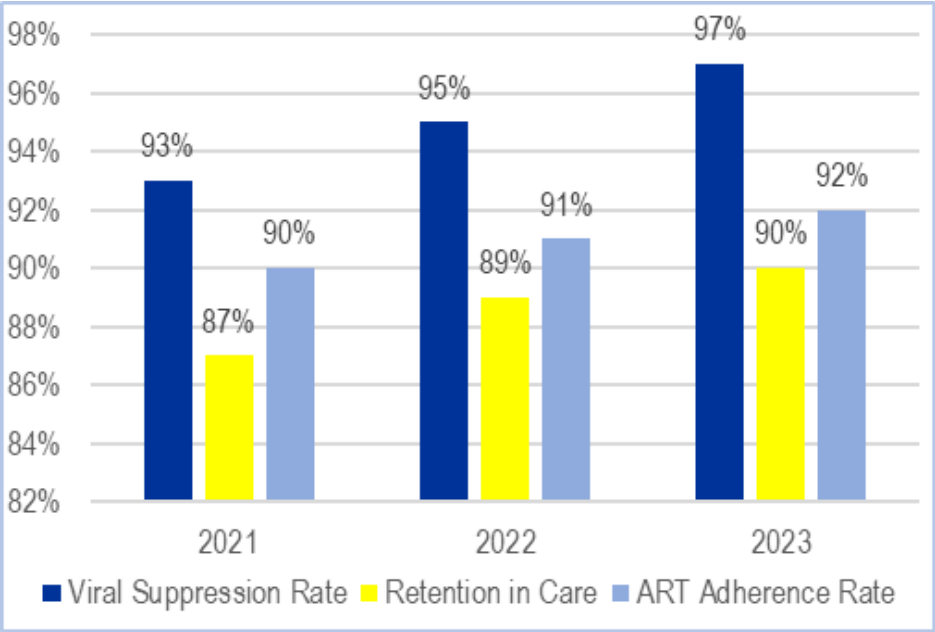
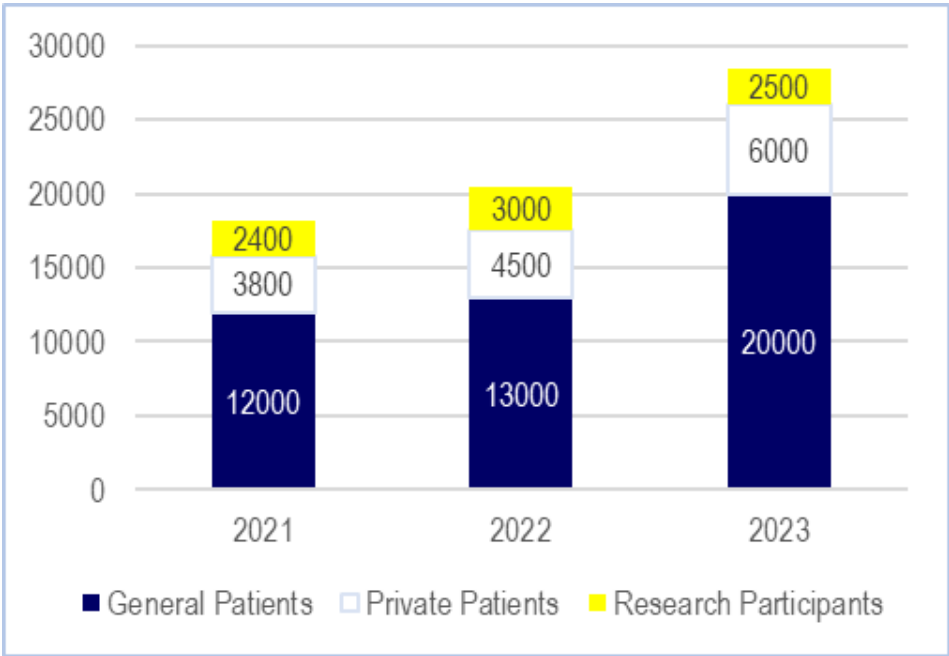
Patient Volume and Service Utilization

1. The institution serves 3 categories of individual to include general patients, private patients and research participants at its centers in Lubowa, Mbarara, Fort portal and Gulu

2. The growth in numbers of patients including new and returning clients for specialized services and the pharmacy, indicate increased accessibility and demand for services.

Factors responsible for the increased Patient Volume include:

- Patient-Centered Approach
- Skilled and Friendly Staff
- Effective Communication
- Strengthened community engagement



Health Outcomes and Patient Satisfaction

The institution has consistently attained and maintain positive health outcomes for both HIV and non-HIV conditions.

Viral load suppression rose from 95% in 2022 to 97% in 2023, so was the increase in the retention in care and adherence rate.

Factors responsible for the improvement retention rates are

1. Strengthened community engagement
2. Patient-Centered Approach
3. Skilled and Friendly Staff
4. Effective Communication
5. Follow-Up and Reminders
6. Provision of high-quality care

Establishing Holistic Capacity for Gene Therapy

What Gene therapy is
Gene therapy is a medical approach that involves altering the genes within a person's cells to treat or prevent disease. This technique can replace a faulty gene with a healthy one, deactivate a malfunctioning gene, or introduce a new or modified gene into the body to help treat a condition. Gene therapy holds the potential to address the root cause of genetic disorders by directly correcting or compensating for defective genes, offering a long-term solution rather than just managing symptoms. This approach is promising for conditions where traditional treatments have limited effectiveness, such as inherited genetic disorders blood disorders such as Sickle cell disease, certain types of cancer and some viral infections and the HIV cure agenda.

Why Gene Therapy is important
Gene therapy is very important because of its potential to revolutionize the treatment of many diseases that were previously considered untreatable. By targeting the underlying genetic causes, gene therapy can provide more effective, long-lasting, and potentially curative treatments.

It offers hope for patients with rare genetic disorders, some forms of cancer, and chronic conditions that do not respond well to conventional therapies. Gene therapy represents a shift towards personalized medicine, where treatments are tailored to the genetic makeup of individual patients, enhancing the precision and effectiveness of healthcare. As the field continues to evolve, gene therapy has the potential to significantly reduce the burden of genetic diseases on individuals, families, and healthcare systems worldwide.



What JCRC has done to establish Holistic Capacity for Gene Therapy?

JCRC has made significant strides in establishing gene therapy capacity, underscoring its commitment to advancing biomedical research and innovative healthcare solutions. A cornerstone of this initiative is the development of a highly skilled workforce. JCRC achieves this through specialized training programs for staff in molecular genetics, cell culture, and advanced biotechnological techniques, ensuring they are equipped with the latest knowledge and skills necessary for gene therapy.

90%

This high retention rate reflects the organization's successful consultative management approach, commitment to staff development, and a positive work environment that fosters job satisfaction and loyalty.

In addition to workforce development, JCRC has focused on upgrading its laboratory infrastructure. This includes procuring state-of-the-art equipment essential for conducting gene therapy research and clinical trials. By investing in these technological advancements, JCRC enhances its capability to carry out cutting-edge research and develop novel treatments.

Collaborations with international partners and research institutions are also integral to JCRC's strategy. These partnerships provide access to the latest knowledge, resources, and technical expertise, facilitating the acquisition of advanced methodologies and innovations in gene therapy.

Moreover, JCRC is actively pursuing regulatory approvals and ethical clearances to streamline the initiation of gene therapy studies. Through these efforts, JCRC aims to establish itself as a regional leader in the development and implementation of gene-based treatments, positioning itself at the forefront of biomedical advancements.



Our Laboratory Services

Our state-of-the-art Laboratories offer international quality, and are accredited by the College of the American Pathologists (CAP). They support on going clinical research while engaging in diagnostics, vaccine developments, and biomedical innovations.



Our Laboratory Services

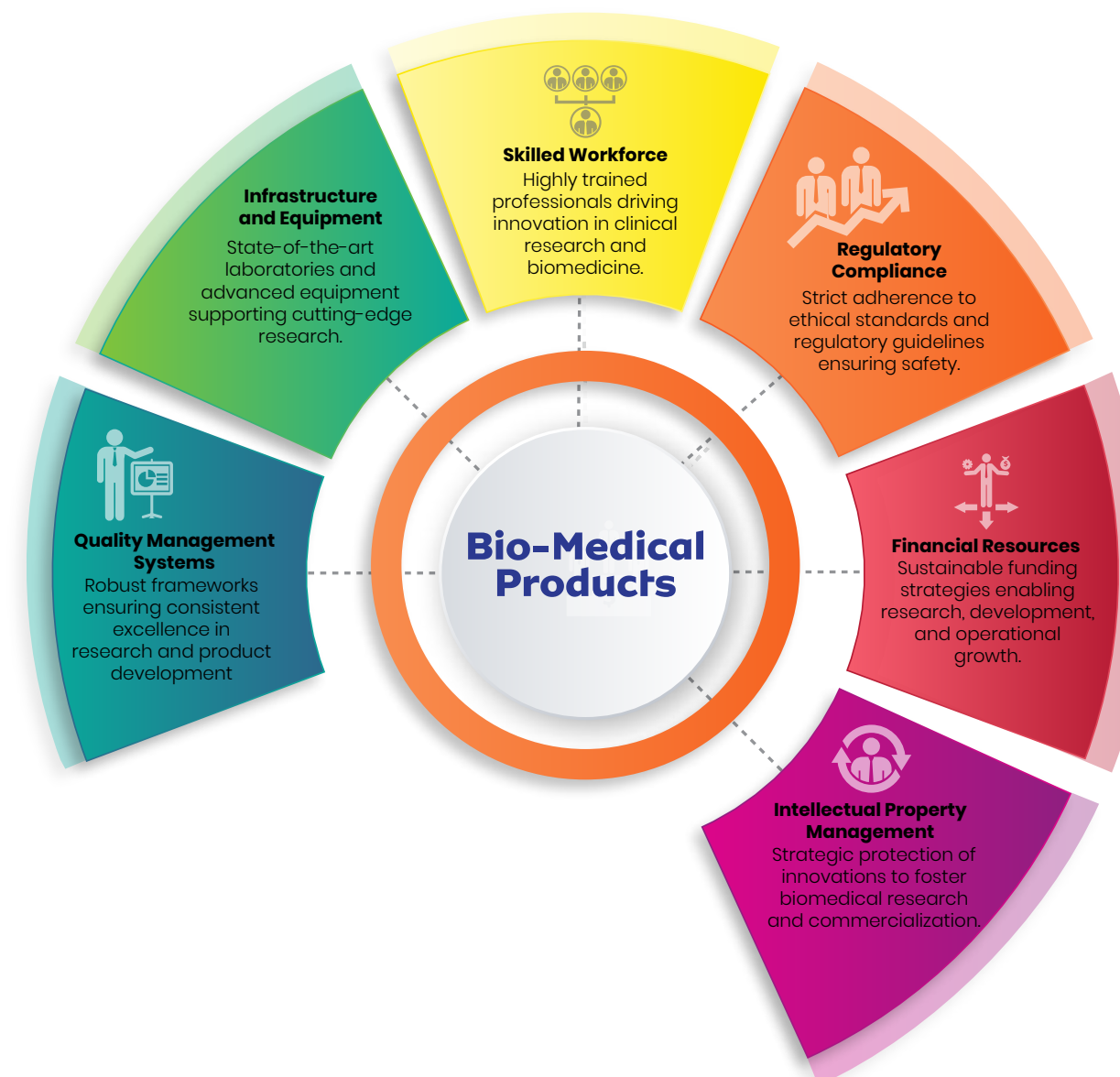
JCRC laboratories are highly advanced and play a crucial role in supporting clinical care and research. They are CAP-accredited, ensuring they meet stringent international standards for laboratory quality and accuracy. The laboratories also include a state-of-the-art P3 lab, equipped to handle high-risk pathogens safely, allowing for advanced research in infectious diseases such as HIV, TB, and other emerging diseases. With a wide test menu ranging from routine diagnostics to specialized molecular and immunological assays, JCRC laboratories are capable of conducting comprehensive testing for both clinical and research purposes, positioning them as a leading facility in Uganda and the region

Strengthening capacity for Bio-medical Product Development

JCRC implemented strategic approaches to strengthen its laboratory infrastructure and human resource capacity for biomedical product development, laying the groundwork for eventual industrialization. Efforts included the targeted development of human resources dedicated to biomedical product development. JCRC has invested in recruiting and maintaining highly skilled scientists, researchers, and technical staff with expertise in areas such as molecular biology, biochemistry, and biotechnology. These professionals were provided with continuous training and professional development opportunities to enhance their skills in product development and regulatory compliance. Staff were trained on Flow cytometry, Flowjo data analysis, PBMC and cell culturing for the CAPRI study. Staff were trained in RARA Protocol version 2. Two scientists underwent 6-months training on HIV bnAbs and Trimer designing at Amsterdam University Medical Centre. By creating a team of experts, JCRC en

Components of JCRC Biomedical Product Development

JCRC's Biomedical Product Development is driven by several key components. A skilled workforce leads the research, blending expertise in clinical and biomedical sciences. State-of-the-art infrastructure and equipment support innovation, with advanced laboratories enabling high-quality experiments. Regulatory compliance ensures adherence to ethical and legal standards, safeguarding the integrity of research. Financial resources are crucial for sustaining projects and expanding capabilities. Intellectual property management protects innovations, fostering commercialization opportunities. A robust quality management system ensures products meet rigorous standards for safety and efficacy, ensuring consistent, high-quality outcomes in advancing health solutions. Together, these components drive impactful biomedical progress.



JCRC allocated resources to improve its laboratory equipment and infrastructure to support biomedical product development. State-of-the-art laboratory equipment and facilities designed to meet the highest standards of Good Laboratory Practice (GLP) were procured. These upgrades included the acquisition of advanced diagnostic tools, high-throughput screening systems, and specialized equipment for bioprocessing and product formulation.

JCRC also expanded its laboratory space to accommodate the growing number of research projects and the development of new biomedical products. These infrastructure improvements enabled the laboratories to handle complex research activities and paved the way for transitioning from small-scale research to industrial-scale production. Two lab products, i.e Deionized water and RARA kits have so far been produced by the JCRC lab.

Laboratory Services Continues....

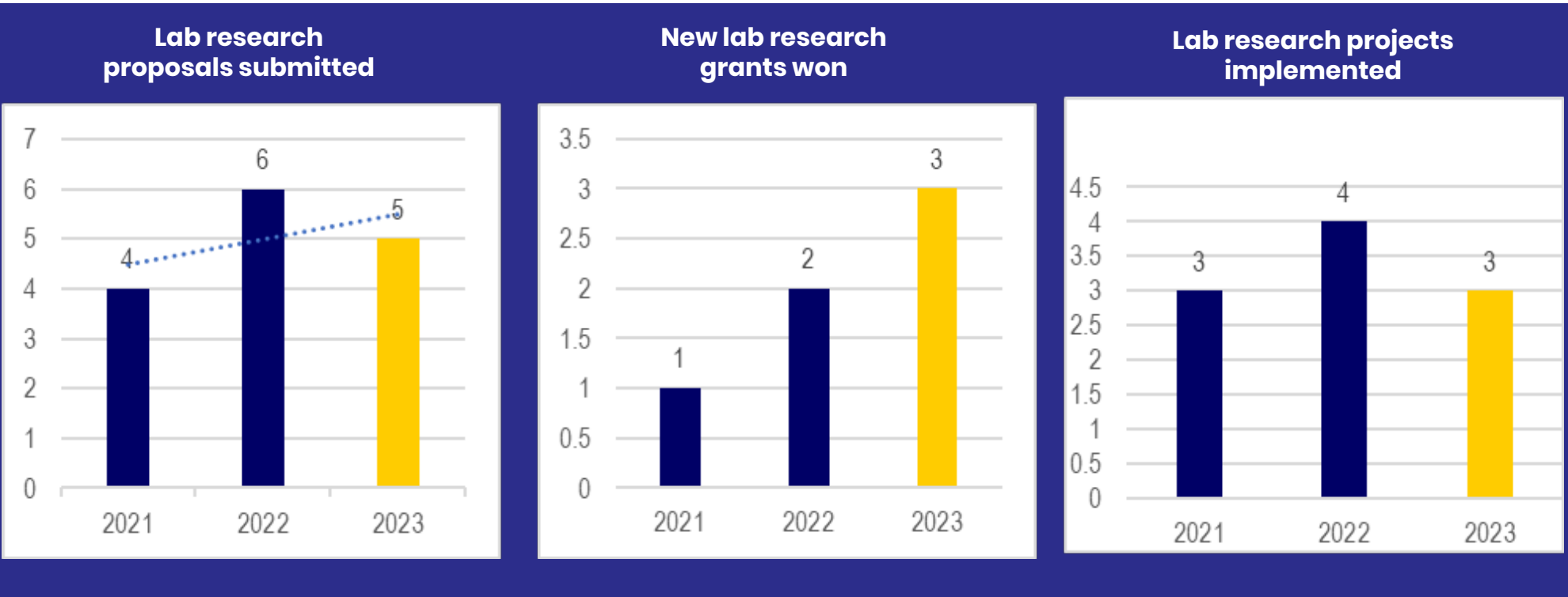
Strengthening Laboratory Capacity for Research

The conduct lab-based research is critical to JCRC given the substantial repository of lab data the institution possess. The data provides solid foundation for driving scientific discoveries and innovations in healthcare. The vast lab data positions JCRC for conduct of in-depth analyses to reveal insights into disease patterns, and potential areas for new interventions.

The conduct of lab-based research enabled JCRC to contribute to valuable knowledge that directly informs the development of therapeutic strategies, and evidence-based clinical guidelines. This not only enhances the precision and relevance of their research but also enables JCRC to address specific health challenges prevalent in the populations they serve, such as HIV/ AIDS and other infectious diseases. Moreover, utilizing lab data in research has enabled JCRC to stay at the forefront of medical advancements, ensuring that their contributions to public health are impactful, data-driven, and aligned with global best practices.

The strategies used to strengthen capacity include:

- Comprehensive Training Programs:** JCRC provided targeted training on advanced laboratory techniques, data mining, and the use of modern diagnostic tools, equipping lab staff with the technical skills required for high-level research.
- Mentorship in Grant and Manuscript Writing:** Through mentorship, JCRC supported lab staff to develop competitive research proposals and writing scientific manuscripts for publication.
- Review and Implementation of Research Policy:** JCRC facilitated lab staff to review and implement the research policy to ensure high standards in the design and execution of laboratory research projects.



Supporting Uganda National Health Laboratory and Diagnostic services (UNHLS) to improve and monitor sustainable laboratory services in Uganda.

Several interventions were implemented to build the capacity of the Uganda National Health Laboratory and Diagnostic Services (UNHLS) to improve and monitor laboratory services. Through the CDC funded laboratory strengthening project, UNHLS collaborated with JCRC staff to provide technical assistance and mentorship support in accreditation processes, training in advanced diagnostic and promote quality management systems. These efforts resulted in:

- Enhanced efficiency, accuracy, and reliability of public and private health facility laboratories in diagnostic services.
- Increased the numbers of PEPFAR-supported laboratories that achieved initial ISO accreditation from 5 to 19 in 2023
- Increased the number PEPFAR-supported laboratories that maintained ISO accreditation to 25 in 2023.



Maintaining Quality and Operational Efficiency of JCRC laboratories.

JCRC used various interventions to maintain the quality and operational efficiency of its laboratories leaning on internationally recognized quality management systems (QMS), such as ISO 15189 accreditation, and adherence to CAP (College of American Pathologists) standards. By following rigorous protocols and routine audits, JCRC ensured the continuous improvement of its laboratory processes. The commitment to quality was further enhanced by the upgrade of Laboratory Information Management Systems (LIMS) that streamlined workflows, minimized errors, and facilitated the accurate tracking of samples and results. These measures not only guaranteed high-quality diagnostic services but also enhanced the reliability and credibility of research outputs from JCRC laboratories.

In addition to maintaining high standards in quality, JCRC focused on optimizing the operational efficiency of its laboratories. Through the adoption of lean management principles, the laboratories have reduced wastage, improved turnaround times for tests, and increased overall productivity. JCRC also invested in upgrading laboratory infrastructure and equipment. Furthermore continuous staff trainings were conducted to enhance technical skills and ensure the effective use of advanced diagnostic tools. By fostering collaboration with external research institutions and industry partners, JCRC has been able to position its laboratories as highly efficient and resourceful hubs for medical diagnostics and research in Uganda and the region.

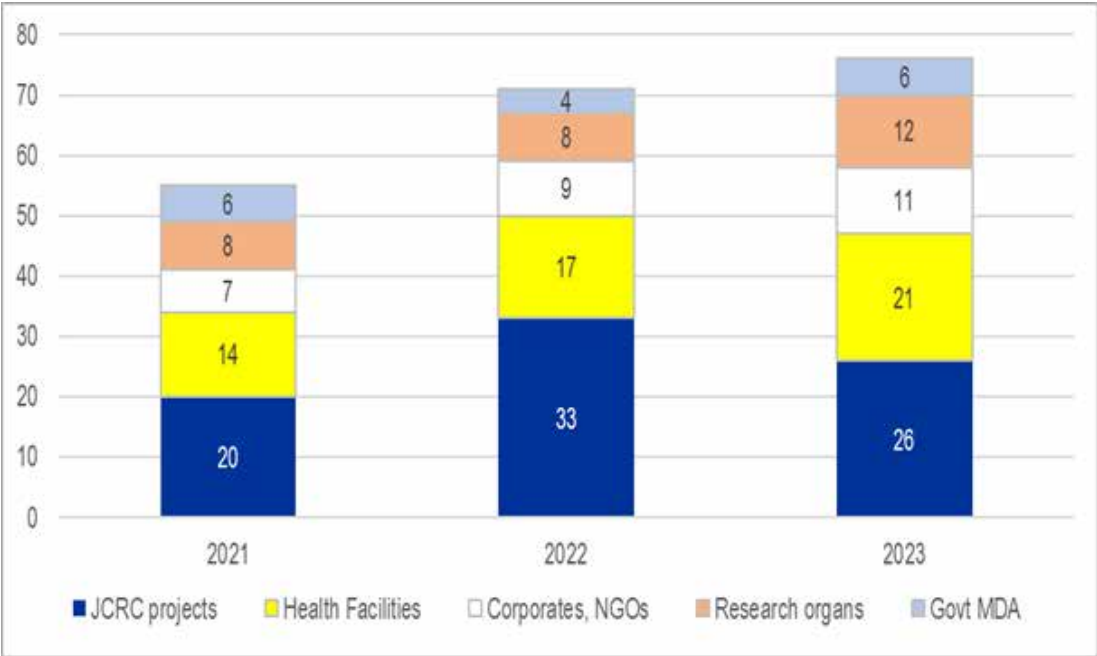
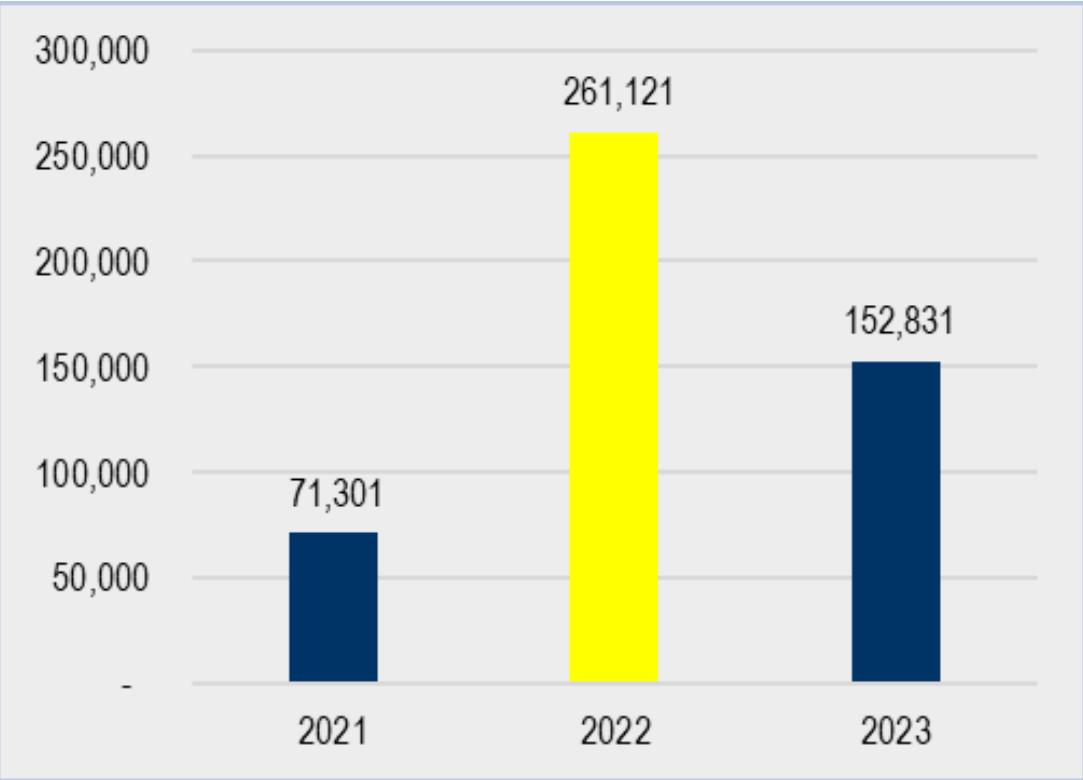
Laboratory Services Continues....

Sample Volumes and Services Utilization

- The total number of tests performed in 2022 increased by over 200% in 2022 then dropped by 40% in 2023. The drop-in numbers was due to the closure of many big research projects
- The institution has consistently attained high output for the lab tests performed per year

Factors responsible for the large volume of tests done are:

- Strengthened community engagement
- Patient-Centered Approach
- Skilled and Friendly Staff
- Effective Communication
- Follow-Up and Reminders
- Provision of high-quality care

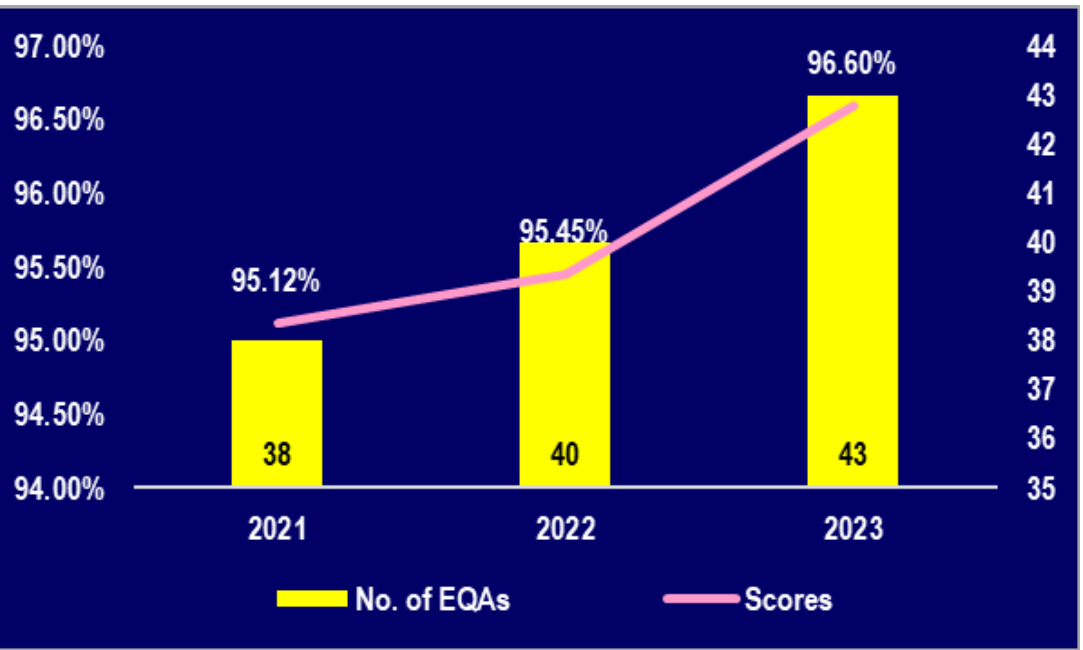


Major Consumers of JCRC Lab services

- JCRC research projects continue to remain the largest consumer of the services of JCRC lab accounting for over 50% of volumes.
- There was a notable drop in the total number JCRC research projects provided services in the period under review due to closure of some research projects.
- The institution is actively implementing its marketing and visibility strategy to attract more externals clients nationally and internationally

Sample Volumes and Services Utilization

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PROGRAMS



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Diversifying JCRC’ Program portfolio to delivery of non-HIV health programs.

JCRC’s programs are uniquely positioned to provide comprehensive healthcare across Uganda, with a focus on national HIV epidemic control efforts. Its country-wide coverage, through a network of clinics, outreach programs, and partnerships with public health facilities, ensured that HIV prevention, care, and treatment services reached the most remote areas. JCRC played a critical role in contributing to Uganda’s HIV targets, such as the UNAIDS 95-95-95 goals, by facilitating widespread HIV testing, linking patients to ART, and achieving high viral suppression rates. The organization’s ability to strengthen public health facilities through infrastructure support, provision of diagnostic equipment, and technical assistance ensured healthcare services were sustainable and of high quality across the country.

JCRC placed significant emphasis on building capacities of health workforce and employing innovative program strategies to enhance healthcare delivery. By training healthcare professionals in HIV care, laboratory diagnostics, and data management, JCRC ensured health facilities were equipped to meet current and future challenges. The organization worked closely with various stakeholders including community health workers to improve HIV service delivery at the grassroots level. This community-based approach, coupled with digital health solutions and mobile outreach services, increases healthcare access and efficiency. JCRC’s ability to work with a diverse range of donors allows it to implement large-scale, multi-faceted programs that address both HIV and broader public health needs, making it a leader in advancing Uganda’s healthcare system.

KEY PERFORMANCE INDICATORS



101

Districts reached

Lorem ipsum dolor sit amet, consectetur diam nonummy nibh euismod tincidunt



160

Health facilities supported

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3,000

Health workers Trained

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110,000

Health workers Trained

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22,331

individuals were newly enrolled on oral antiretroviral pre-exposure prophylaxis (PrEP) (190%) of the annual target of 11,759



22,747

(224%) individuals of the 10,167 target key populations reached



12,765

(127%) 10,044 of the annual target received post-GBV clinical care based on the minimum package (GEND_GBV)



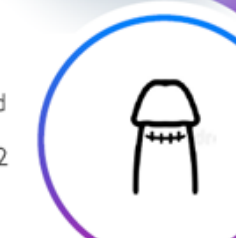
488,626

Individuals who received HIV Testing Services (HTS) for HIV and received their test results (132%) of the annual target



39,081

Men were circumcised which is 89% of the annual target of 44,032



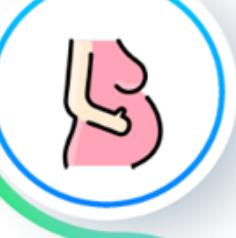
69,812

HIV self-test kits distributed (552%) of the annual target of 12,651



132,296

pregnant women with known HIV status at antenatal care (includes those who already knew their HIV status prior to ANC) (124%) of the annual target of 106,578



99,500

Number of adults and children currently receiving antiretroviral therapy (ART) (107%) of the annual target of 92,515



89,297

Active clients at the end of Q4 recieved a viral load coverage of 93% and suppression of 96%



5,903

(116.6%) HIV Positive women aged 25-49 were screened for cervical cancer



5,338

New and relapse TB cases with documented HIV status, disaggregated by HIV result (103%) of the annual target of 5181



Abbreviations

Our Regional Offices

JCRC Mbarara RCE:

Mbarara Regional Referral Hospital
P.O. Box 1410
Mbarara District, Uganda
Tel: 0485 433545

JCRC Fort Portal RCE:

Fort Portal- Kamwenge road,
C/O Fort Portal Regional Referral
Hospital – Buhinga,
P.O. Box 10, Fort Portal,
Kabare District, Uganda
Tel: 0382277233

JCRC Mbale RCE:

Pallisa Road, Mbale
Regional Referral Hospital.
P.O. Box 921, Mbale
District, Uganda
Tel: 0454-435730

JCRC Gulu RCE:

Koro Sub County,
Kampala – Gulu Road
P.O. Box 1607
Gulu District, Uganda
Tel: 0481660318



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Tel: +256 414 20 11 48, +256-417-723-000 (For Appointments).

Fax: +256 414 342 632,

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