fidinam
International Charity Foundation

Reporting and Evaluation Form

Dear grantee,

We are happy to partner with you in the meaningful work you are doing! As we strive to get to know you better and to evaluate our grant making, your input is valuable to us.

- Use the questions that are relevant to your organization and to the project that was funded.
- If any of the information is already available in your own reporting format there is no need to duplicate.
- Let us know if there is any area that you would like to discuss.

Name of Organization: Fondazione Corti – Lacor Hospital

Date/period: February – November 2026

Project: Purchase of ventilators and infusion pumps for Lacor Hospital

1. **Was the grant for general operations, a specific project, or expansion of an existing project?**

The €39,675 grant received from Fidinam supports a specific project to strengthen clinical care at Lacor Hospital through the purchase of two ventilators for the Intensive Care Unit, three infusion pumps for the Medicine Ward, and related consumables. The ventilators are intended to replace obsolete equipment and help the ICU respond to critical cases; the infusion pumps are intended to support safer administration of treatment. The project is still ongoing.

2. **Were the funds utilized as described in your proposal? If not, what are the changes and why?**

The project is progressing in line with the proposal, although implementation is not yet complete.

The remaining work concerns the consumables and user training. Lacor is working with the supplier to identify the appropriate maintenance kit and confirm whether its cost can be covered under the existing consumables budget line. We will provide the final expenditure and confirm any changes to the proposed budget once these steps are complete.

3. **Briefly describe the implementation, what worked well, any unexpected outcomes, challenges, modifications.**

The first challenge in implementing the project was the time needed for the donation to reach Fondazione Corti's account. Fidinam sent the funds in early May 2026, but our bank credited them only in late June, following additional compliance checks and requests for documentation, which delayed the start of the procurement process. We appreciate Fidinam's help in providing the information requested by our bank. For future donations, we will provide the details of our account with another bank, which has indicated that its requirements for processing the transfer should be simpler.

Once the funds were available, Fondazione Corti and Lacor Hospital signed a project-specific Memorandum of Understanding before transferring the funds to the hospital. The

MoU sets out the project objectives, responsibilities, contact person, milestones and reporting requirements, giving both organizations a shared reference for implementation and updates.

In accordance with the MoU, Lacor Hospital provided the scheduled project update on 15 September 2026. The update reported that procurement had progressed well: Lacor placed the order with the local supplier Crown Health Care in August, and the ventilators and infusion pumps were delivered in late August and installed in early September. Confirmation and procurement of the appropriate maintenance kit, as well as user training, remain outstanding.

4. **What are the learnings from this project? Will it be repeated, is it ongoing, does it need to be modified?**

The project is ongoing. It has reinforced the importance of allowing time for banking checks before setting a procurement schedule, and of keeping the donor informed when those checks affect implementation.

The project-specific MoU has also helped Fondazione Corti and Lacor keep responsibilities, milestones and reporting expectations in one place and facilitated the sharing of information in a standardized way.

5. **How is the community where the work is done involved in the ideation, implementation, and evaluation of the work?**

Local ownership of priorities is a founding principle of Fondazione Corti's work. Lacor Hospital identifies its own clinical and management priorities based on the needs it encounters in serving its community. Fondazione Corti supports the hospital in addressing those priorities; it does not set them on the hospital's behalf.

This principle also guides the project proposals we submit to donors. Consistent with this approach, for this Fidinam grant the technical staff at Lacor Hospital identified the equipment and system needs, and Fondazione Corti worked with Lacor to present these priorities to Fidinam and coordinated the grant and reporting.

6. **What evaluation method are you using to measure outcome and impact?**

To monitor broader outcomes, Lacor uses a Results-Based Financing (RBF) scheme: participating hospital services undergo quarterly checks of service activity and quality, and the results inform funding for the hospital's recurrent costs by its main donors, including Fondazione Corti. In particular, the scheme covers hospital services in Mother and Child Health, Gynaecology, Medicine, Paediatrics and Neonatology, Surgery, and Trauma.

Lacor tracks the results of the scheme through annual performance measures known as "second-level indicators". These are calculated using the hospital's annual statistical report and audited financial statements. The indicators show changes in the quality and reach of the services, as well as how affordable care remains for patients. The table below presents the results over the last three fiscal years:

Second level indicators	2023	2024	2025[1]
Average quality level of the year *(Assessed in the services recruited until now in the RBF quality verification scheme)*	88.8 %	90.4 %	91.9 %
Level of fee subsidy *(Gap between total hospital costs and total patient payments)*	75.7 %	74.6 %	69.6 %
Level of cost-sharing *(Portion of total costs covered by total fee revenue)*	24.3 %	25.4 %	30.4 %
Level of coverage by RBF quality verification scheme *(% of total service output)*	47.1 %	47.6 %	50.5 %
Women and children cared for in Lacor *(% of total of patients)*	81.1 %	80.5 %	82.9 %

These indicators measure hospital performance over time; they do not isolate the impact of the equipment purchased through this grant.

7. Have you noticed any change over time in the communities or regions you are working in?

Access to healthcare around Gulu has changed considerably since the post-conflict period. Government health facilities have been rehabilitated and expanded, and private providers have also grown. As a result, patients now have more options: Lacor accounted for 74% of admissions to Gulu hospitals in 2012/13, compared with 44% in 2023/24. This change reflects the growing capacity of other hospitals, rather than a comparable fall in Lacor's own admissions, which were 27,282 and 27,090 respectively in those years.

At the same time, demand for hospital care is increasing. Admissions across Gulu hospitals rose by 20% between 2021/22 and 2023/24. Lacor continues to play a particularly important role in services that require substantial clinical and operational capacity: in 2023/24 it provided 65% of surgical operations, 59% of caesarean sections and 77% of intensive care admissions across Gulu hospitals. Maintaining access to these services remains a challenge for families with limited resources; in that year, patient fees covered approximately 25% of Lacor's hospital costs, with the remainder subsidized.

8. Going forward how can we best support your work?

We remain grateful for Fidinam's support to Lacor's specific equipment priorities; looking ahead, funding for Lacor Hospital's recurrent costs would be particularly valuable. Fondazione Corti's approach is to support the priorities identified by the hospital itself, so that it can continue providing quality care at fees its patients can afford. We therefore prioritize contributions that allow Lacor to sustain and improve its existing services.

Equipment and infrastructure are also essential, but each purchase must be considered alongside the costs of installation, consumables, maintenance, spare parts and staff training that the hospital will bear over time, as it was done for this project.

Lacor's Institutional Results-Based Financing (RBF) scheme offers a concrete way to provide this type of funding. If Fidinam wished to participate, its contribution would help cover the hospital's general operating costs. Each quarter, the activity and quality of the participating services are verified by the hospital's Quality Team and independent external evaluators. The results are used to calculate the grant instalment requested from donor partners; they are not a fee paid for individual treatments. Fidinam would receive a brief

[1] *FY ended 30 June 2023/2024/2025*

quarterly report with the verification documents and a fuller annual report once the hospital's audited accounts have been approved. This would give Fidinam regular evidence of the care delivered and its quality, while allowing Lacor to use the funding across its operating needs and keep patient fees affordable.

9. Please let us know of any major change in your organization, your philosophy, your strategy that might impact how grants are used.

Fondazione Corti is currently developing its 2026–2030 Strategic Plan. This provides an opportunity to review its priorities and decision-making criteria in light of a changing context, and to articulate its identity and mandate more clearly to external partners.

Separately, Lacor Hospital is developing its own strategic plan, to define its clinical and organizational priorities for the coming five years.

Alongside this strategic planning, Lacor has been undertaking an organizational transformation, supported financially and technically by Fondazione Corti through the Hospital Evolution Project.

The project has three connected areas:

- Information systems: the hospital is upgrading its administrative and financial software and introducing a clinical information system. The aim is to bring together more reliable information on services, resources and costs, much of which has until now been managed through paper-based processes.
- IT infrastructure: Lacor has improved connectivity and introduced a new email and collaboration platform, with further computer and device upgrades planned.
- Human resources and governance: the hospital has recruited specialized staff in areas including administration, internal auditing and project management, and is investing in their training. It has also introduced a management level between the Hospital Directorate and operational departments, so that departmental work can be coordinated and followed up more effectively. A new attendance and shift-management system supports this reorganization.

The governance change is particularly important: the Directorate needs clear responsibilities below its own level, staff able to analyze operational and financial information, and a way to turn that information into decisions across departments.

These changes will contribute to better planning, cost analysis and reporting on the use of grants. Lacor Hospital will continue to identify its own priorities, with Fondazione Corti supporting their implementation.