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: October 2025 – July 2026

Project: Upgrading of Lacor equipment and systems

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

The grant was for a specific project: upgrading the equipment and systems of Lacor Hospital. The donation of €16,999 funded spare parts for the centralized medical oxygen plant, two endoscopy instruments (an adult videocolonscope and a slim pediatric videogastroscope) and the renewal of the license for the OpenMaint maintenance-management system of biomedical equipment, a system already in use at the hospital.

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

The table below shows the costs of the project estimated in the proposal and the actual expenditure, with details of each item.

Item		Budget	Actual
1	Olympus CF-Q180AI videocolonscope	€ 6,400	€ 6,400
2	Olympus GIF-XP160 slim videogastroscope (pediatric)	€ 5,200	€ 5,200
3	Transportation cost – delivery to the airport	-	€ 700
4	OpenMaint	€ 4,000	€ 3,502
5	Solenoid valves 1089070213	€ 303	€ 302
6	Drain valves 2204213460	€ 640	€ 640
Total		**€ 16,543**	**€ 16,744**

The exchange rate used was 4,000 UGX/€.

The funds were used for the project's three planned areas: the oxygen plant, endoscopy equipment and OpenMaint. The valves and both endoscopes were purchased as proposed. For OpenMaint, the original proposal envisaged developing a new workflow to improve the management of maintenance activities. At the same time, Lacor Hospital began work on a new administrative system. It therefore became necessary to define how the two systems would work together before developing additional OpenMaint functions, to avoid duplicating work. The hospital consequently deferred the new workflow and used this part of the grant to renew the existing OpenMaint license for January–December 2026, ensuring that the system could continue to be used while the integration was being planned.

Thus, the OpenMaint expenditure was €3,502 against a budget of €4,000. A further €700 was spent on transporting the endoscopes to the airport; the proposal had already envisaged using the difference between the itemized budget and the donation for transport and customs expenses. Total reported project expenditure was €16,744 against a donation of €16,999.

Fidinam agreed that the remaining €255, approximately 1.5% of the donation, could be allocated to administrative costs. Although these costs are not tied to a specific purchase, they support Fondazione Corti's work for Lacor Hospital and therefore remain part of its broader support to the hospital, including the substantial recurrent costs it covers.

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

The oxygen plant valves were purchased locally in Uganda and delivered to Lacor between November 2025 and January 2026. They have since been installed on the oxygen compressor, where they help protect the plant from damage or shutdown.

The OpenMaint licence was renewed in December 2025 for the whole of 2026.

The endoscopes were purchased from an Italian supplier in December 2025 and were sent to the Hospital by air freight. Their delivery took longer than initially foreseen because of processes related to the import documentation that had to be finalized before air shipment. They have arrived at Lacor Hospital in July 2026, and photos of the equipment, the invoice and proof of payment have been shared with Fidinam.

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

The project highlighted the additional time and coordination required when specialized medical equipment must be purchased abroad, particularly for import documentation and delivery. In such cases, flexibility from the donor on the project timeline is valuable, as is regular communication from our side to explain delays and provide updates as the procurement progresses.

This procurement approach will continue. Lacor Hospital gives preference to local suppliers where feasible, but purchases abroad when the required equipment or components are unavailable locally, local prices are significantly higher, or locally available products do not meet the required quality standards.

The specific purchases funded by this grant are complete, so the project does not need to be repeated as such; future needs will be assessed individually. We also appreciated Fidinam's agreement to allocate the small remaining balance to administrative costs, recognizing the support Fondazione Corti provides to the hospital alongside funding specific purchases.

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 quarterly report with the verification documents and a fuller annual report once the

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

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.