

UG Monitoring & Evaluation (M&E) Review undertaken during Jan/Feb 2025

As part of the volunteer trip to Uganda during 25th January to 7th February 2025 five Trustees, Susan Dodd, Andrew & Mari Shepherd, Neil Cooper and Sarah McIntyre visited Uganda. During this visit as part of the M&E review we undertook the following activities:

1. An M&E review to ensure mutual agreement with appropriate plans, policies, and processes for the benefit of the children, staff, and the community around Fountain of Peace Children's Foundation UG (FOP UG) and implement controls to minimise risk of abuse. See below for further information.
2. An initial 12 month activity review of the Mothers' Matter in Childbirth (MMC) project which included the following:
 - Meeting with the Acting District Senior Medical Officer for the Kyenjojo District in order to clarify her views on the processes of MMC and to commence discussions on the subject of Uganda Government (local and national) funding, with a view to longer term sustainability of the project as a whole.
 - Launch of an Outreach Antenatal and Infant Vaccination Clinic in the community. The launch day also included face to face discussions with many stakeholders, including the Senior District Health Officer and members of his staff, local village political leaders, leaders of the Voluntary Health Teams (VHTs) and Boda-boda teams, the "Community Reverend" who presides over local village health matters and all local interest groups, and finally many of the mothers who attended the event (>250) as users of MMC.
 - Carrying out separate Focus Group discussions with (a) the VHTs who are responsible for health awareness and education amongst the village-folk (b) the Midwives involved in the scheme, based at the health facility in Bufunjo.
3. Visited Rwenjaza Hillside School for the purposes of information gathering. We were also welcomed by the school children with songs from the FOP Choir.
4. Visited the 40-acre farmland to assess progress on the farmhouse, a UK funded initiative.
5. Informal chats with FOP UG staff members including house mothers, nannies, and members of the management team.

Following the visit we received further information to complete the M&E review.

The M&E review covered the following areas:

1. **Operational:** Including review of strategy, significant event audits, operational policies in place, sustainability, and maintenance of key assets.
2. **Financial:** Including review of long-term financial plan, annual budget, transparency and clarity on expenditure, robust and safe accounting procedures in place, and prevention of fraud and bribery.

Key points arising from the review are as follows:

1. Operational

- (a) **Long term strategy:** FOP UG has an approved Model Framework document which has 5 pillars: Education/Vocational Training, Discipleship, Welfare, Enterprise, and Finance. The FOP UG Board has been reconstructed into sub-committees for implementing the 5 pillars. Each committee works with a management contact at the project for implementation of the model. Each committee is currently reviewing the recommendation in the Model Framework document and are addressing the gaps. Enterprise is in the initial stages of getting started.

An external consultant will be brought on board to update the UG Strategic Business Plan once further work has been completed on the 5 pillars.

The management structure at FOP is in the process of being implemented and will affect changes on the ground.

- (b) **Significant event audits (SEA):** FOP UG has guidelines and procedures for conducting an SEA with the understanding that any area of serious concern to any member of staff should be categorised as a Significant Event, requiring investigation and documentation, with lessons learned accordingly. A number of significant events have happened during the course of the last 12 months and have been documented separately.

FOP UG has an accident report book for the children, staff, and visitors.

- (c) **Policies:** All policies are reviewed every two to three years. The UG Board is currently reviewing the following drafted policies:

- Death & Bereavement
- Social Impact & Management
- Staff Welfare

The following policies are to be developed:

- Caregivers' policy
- Child Communication policy
- Sustainability policy
- Visitors' policy

- (d) **Sustainability:** The Enterprise Development Strategic Plan which will include sustainability is currently on hold but will be picked up before the end of 2025. There will be a review of all farming requirements.

- (e) **Maintenance and equipment:** Over the years, FOP UG has registered significant growth in its asset base. For effective, efficient, and sustainable use of each of these assets, there is a critical need for their regulated maintenance, timely repairs, and training of relevant stakeholders on the best handling practices. A maintenance plan has therefore been in operation since 2022 which is updated every year to include all new assets and estimate maintenance costs.



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FOP UG also has a central register for all equipment and tools which is updated on an ongoing basis. UG has created an inventory of all equipment which is carefully monitored by the Office staff.

2. Financial

- a) **Capital and operational costs:** Once the Model Framework document has been updated, UG Board members will review and update the Strategic Business Plan to include priority projects and estimated costs.

An annual operating budget is produced which is circulated to the UK and NZ. Quarterly budgets are also produced and circulated. Bills of Quantities are produced for all capital projects. Following completion of capital projects, the project is signed off with the contractor and documentation is shared with its partners.

- b) **Accounting procedures:** UG evidenced that safe accounting procedures are in place and when delays in projects occur the budget may increase and is recorded. At the end of a capital project a summary of costs is produced to confirm money spent.