Our Strategic Framework for 2020 – 2024
“Moving towards a vibrant community driven network”
COMMUNITY TRANSFORMATION FOUNDATION NETWORK (COTFONE)

Our Strategic Framework for 2020 – 2024
“Moving towards a vibrant community driven network”
The COTFONE strategy for 2020 – 2040, developed collectively by COTFONE staff, Board and partners addresses seven important development issues: access to basic social services; youth unemployment; oil and gas management; human rights protection; child protection and land/property ownership. The strategy targets vulnerable individuals in Greater Masaka sub region; and shall be implemented by the 75 member organisations of Community Transformation Foundation Network (COTFONE).

Through this strategic framework, COTFONE leadership commits to consolidate and coordinate their service delivery and advocacy efforts at local, regional and national levels. This strategy is a living document that can be revised to address any other emerging issues during the period.

This strategy is a reference document that aims to:

• Enhance and promote a unique community action model for addressing the most pressing needs of vulnerable groups
• Strengthen partnership development between COTFONE and other partners particularly government agencies and the Greater Masaka CSO community and funding partners.
• Strengthening internal coordination and collaboration between and among COTFONE members in order to build a stronger network

We in COTFONE pledge our commitment to implement this strategy and we promise to use citizen centred approaches in whatever we do.

We greatly acknowledge both the technical and financial support from GIZ Civil Society in Uganda strengthening program (GIZ CUSP). Without this support we would not have been able to undertake a rich consultative process that has been full of expert reflections, reviewing and re-positioning and finally yielded a strategic plan that we all own and are proud of. We equally thank Ms Linda Nakakande—the Consultant who led and guided this process.
Country: Uganda
- Population: 37.7 million
- Sex ratio: 94.8 Male per 100 female
- Average household size: 4.7

Region: Greater Masaka
- Number of COTFONE districts: 8
- Population: 1,769,261
- Local language: Luganda
- Prominent economic activity: Agriculture & Fishing

WHO WE ARE
Community Transformation Foundation Network (COTFONE) is an indigenous, non-profit organization founded in 2003 in Masaka District. It was initially registered as a CBO in 2006, and when it was later carved out from Masaka district it renewed its registration as a CBO in Lwengo District.

In 2008, the organisation acquired a status of a local NGO and was later incorporated by the registrar of companies as a national charitable organisation and company limited by guarantee, under company registration number 106140.

Over time COTFONE has evolved, mothered a number of CBOs that started as projects or initiatives and developed partnerships with a number of stakeholders at district, national and international levels. Currently COTFONE is structured as a network with 75 member organisations. Membership is comprised of CBOs, VSLAs, training centres, schools and individuals.

OUR FOUNDATION FACTORS

Vision
Healthy and self-reliant communities in Greater Masaka sub-region

Mission
To empower community actors to address the needs of vulnerable and marginalised groups in the communities of Greater Masaka sub-region

Core Values
- God fearing
- Transparency
- Respect for human right
- Integrity
- Confidentiality
- Voluntarism
- Accountability

OPERATIONAL AREA
COTFONE operates in Greater Masaka sub region in the districts of Lwengo, Rakai, Sembabule, Kyotera, Bukomansimbi, Masaka, Kalungu and Lyantonde.

CORE INSTITUTIONAL STRATEGIES
- Complementing government in providing basic services
- Advocating for the rights of marginalized and vulnerable people
- Mobilizing community actors to work as a team in redressing the most pressing needs of the rural poor and vulnerable groups
### Our previous journey from 2014 – 2018

<table>
<thead>
<tr>
<th>KEY RESULT AREAS</th>
<th>OUTSTANDING ACHIEVEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate education</td>
<td>• Provided uniforms, food, medical care, school fees and scholastic materials for 289 OVCs and teaching materials to teachers.</td>
</tr>
<tr>
<td></td>
<td>• Vocational skills training; Youth were trained in recycling used truck tyres into extra strong sandals; children under 18 were trained in weaving, beehive making, rope making, vegetable growing etc.</td>
</tr>
<tr>
<td></td>
<td>• Renovated the block of four classrooms into seven classrooms &amp; sanitary facilities including a block of four toilet stances and four bathrooms.</td>
</tr>
<tr>
<td>Community Based health.</td>
<td>• Community Facility Referral and Linkage initiative that linked and ensured retention of people living with HIV in care and treatment</td>
</tr>
<tr>
<td></td>
<td>• Community directed response to Comprehensive HIV Prevention</td>
</tr>
<tr>
<td></td>
<td>• Sensitized community members, on hygiene and sanitation, instituted sanitary committees and trained them on their roles and responsibilities</td>
</tr>
<tr>
<td></td>
<td>• Sensitized schools (2 Sec. &amp; 2 Pri. Schools) on the procedures of proper Hygiene and Sanitation, Human Development and Reproductive Health</td>
</tr>
<tr>
<td></td>
<td>• Anti-AIDS &amp; Advocacy Club initiative – weekly sensitization on prevention and protection against HIV/AIDS and human rights</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>• Promoted and strengthened the self-managed and self-capitalized microfinance methodology among 7 community groups. In 2017 alone, all 7 groups saved and loaned up to 40,000,000 Uganda Shillings.</td>
</tr>
<tr>
<td></td>
<td>• Vegetable growing; As a result of Vocational skills training 12 school vegetable gardens and 3 community vegetable gardens were started.</td>
</tr>
<tr>
<td></td>
<td>• Youth Communities (YOU COM) with the Re(cycle) of Matter project (Still ongoing)</td>
</tr>
<tr>
<td></td>
<td>• Land Rights Trainings for LG Technical Staff and Community Women in preparation for the East African Crude Oil Pipeline (EACOP) Project:</td>
</tr>
<tr>
<td></td>
<td>• Civic Space Initiative – CSI funded by CIVICUS: (On-going)</td>
</tr>
<tr>
<td></td>
<td>• Masaka Kaswa Child Protection Project – Built community capacity in child protection</td>
</tr>
<tr>
<td>Environmental conservation</td>
<td>• Trained OVC households on how to make African Energy Saving Cook Stoves (EKYOTO).</td>
</tr>
<tr>
<td></td>
<td>• Provided tree seedlings to selected schools and villages as a way of promoting afforestation;</td>
</tr>
<tr>
<td></td>
<td>• Sensitized communities and small-scale farmers/producers on proper waste management, fencing of water sources, use of improved farming methods, and protection of wetlands and sustainable agriculture practices, 182 Female).</td>
</tr>
<tr>
<td>Capacity Building and Partnership</td>
<td>• Suedwerk /Stay Foundation Scholarship: 3 teachers upgraded, with one attaining a Dip in primary education, one attaining a Cert. in primary education and one training in ECD, 2 students were also trained in nursing and completed.</td>
</tr>
<tr>
<td>Development</td>
<td>• International Youth Internship funded by Douglas College Canada</td>
</tr>
<tr>
<td></td>
<td>• Certificate in community-based work offered by Nsamizi institute of social development: funded by Regional Psycho-social support initiative: out of the 45 students recruited, 38 completed</td>
</tr>
</tbody>
</table>
A snapshot of COTFONE projects

COTFONE Community ECD centre & primary school

COTFONE Community library

Skilling the youth – YOU COM project

COTFONE Community social centre
Our 2020 - 2024 Strategy

Development issues for COTFONE’s focus in 2020 – 2024

Overall strategic goal for 2020 -2024
To empower rural poor and vulnerable households in 8 districts of Greater Masaka sub-region with skills and resources for living healthy and self-reliance lives.

We shall pursue five strategic objectives:

1. To enhance community action for creation of a conducive learning environment and appropriate education for the OVCs
2. To improve access and quality of health services for the rural vulnerable individuals
3. To reduce income inequality and increase livelihood options for the rural poor and vulnerable households in Greater Masaka sub-region
4. To protect and defend the rights of marginalized and vulnerable individuals in Greater Masaka communities
5. To build a vibrant network of community actors with capacity to influence and effectively implement pro-poor policies and programs
COTFONE will deliver this five year program within five key result areas:

<table>
<thead>
<tr>
<th>Key Result Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality &amp; Appropriate Education</strong></td>
</tr>
<tr>
<td>COTFONE will work towards addressing the hindrances to quality education. Retention of vulnerable children in school up to completion level will also be given attention. Since COTFONE has some schools that are members of the network, many of the activities under this key result area will be implemented by these schools.</td>
</tr>
<tr>
<td><strong>Community - Based health</strong></td>
</tr>
<tr>
<td>COTFONE shall compliment health system strengthening and health service delivery with a focus on grass root communities. Directly working with Health centres IVs and VHTs, COTFONE shall ensure that health personnel are motivated to do their work effectively. A community primary health care program focusing on personal hygiene, water and sanitation will be established.</td>
</tr>
<tr>
<td><strong>Household income &amp; Livelihood</strong></td>
</tr>
<tr>
<td>Under this area, COTFONE shall focus on household income through creating jobs for the youth members of the households. Additional livelihood strategies for the household shall be identified and supported.</td>
</tr>
<tr>
<td><strong>Human rights Protection</strong></td>
</tr>
<tr>
<td>Human rights, justice and non-discrimination are very critical for household empowerment. Under this area COTFONE shall enhance property and land rights; fight Gender based violence and promote justice and fairness within police and judicial processes</td>
</tr>
<tr>
<td><strong>Organisational strengthening</strong></td>
</tr>
<tr>
<td>COTFONE though bearing the name of a network, has since inception been operating as an NGO. During this period COTFONE shall strive to put in place everything required to enable the network function as a vibrant and impactful network: unique in nature whereby it shall team up all community actors (both state and non-state) to jointly redress the most pressing needs of the rural poor and vulnerable individuals in the community.</td>
</tr>
</tbody>
</table>
We call upon all Community Actors

This strategy is as big as our ambition. By addressing the issues of vulnerable people we realise that we shall be addressing the most pressing needs of the community. We cannot be successful unless we combine efforts with other actors. We shall collaborate with Government, politicians, civil society organisations, the private sector, media and all influential citizens. We have already and shall continue to develop partnerships with development partners whose interest and will is to address vulnerability and deprivation among the poor and marginalized groups.

We shall build a very strong and reliable team comprised of staff, volunteers and expert advisors who will coordinate the network program activities but also pay attention to the day to day operations. We shall also build COTFONE’s governance system by electing a representative and capacitated Board of Directors to oversee, guide and put in place checks and balances to control the operations of the network.

We shall replicate the best practices we have acquired since inception but also come up with innovations based on evidence generated through research and active engagement of our beneficiaries.

Monitoring & Evaluation

Monitoring and evaluation will be a participatory process guided by a comprehensive M&E framework that has been developed together with this five-year strategy. A set of indicators that will be used to track and document achievement towards the articulated objectives and outcomes has been highlighted. These indicators will also help us to draw lessons that will inform our new thinking and innovations that are required to address the complex development challenges.

COTFONE shall be required to keep updated data sets basing on the indicators set; and hence develop mechanisms for easy retrieval of program information whenever it is needed. Details on monitoring and evaluation can be found in the M&E framework, however, the table below provides highlights of the desired outcomes and impact on after completion of the five year strategy; and the indicators of this change.
### Strategic goal and objectives

<table>
<thead>
<tr>
<th>Overall strategic goal: To empower rural poor and vulnerable households in 8 districts of Greater Masaka sub-region with skills and resources for living healthy and self-reliance lives.</th>
<th>Description of the desired Change</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| By the end of 2024 there will be a % of the targeted Households in the targeted sub counties who will be leading an improved and independent way of life; with capacity to meet their household needs (health, education, food, clothing, shelter etc) | • Reduction in the number of households depending on charity initiatives  
• % of households offering employment to others  
• No. of HHs making charitable contributions  
• No. of HHs actively participating in community social events  
• No. of HHs with members who have taken on leadership positions in the community |

| Strategic Objective 1: To enhance community action for creation of a conducive learning environment and appropriate education for the OVCs | In the targeted schools, pupils will be interested in attending school and there will be an increase in the number of pupils retained in school, completing school as well as those in ECD centres. There will be improvement in the pupils’ grades | • % of OVCs that are retained in school for the five years (2020 – 2024)  
• No. of OVCs who stay in school up to completion  
• Level of attendance in ECD centres and ECD services provided  
• Quality of grades attained in by candidate OVCs |

| Strategic Objective 2: To improve access and quality of health services for the rural vulnerable individuals | There will be an increase in facilities and programs for delivering health services to HH members and therefore a reduction in health hazards; | • % of HHs in the targeted communities who seek care or treatment from health facilities  
• Average no. of health personnel in available health facilities;  
• Average no. of health facilities per targeted sub-county  
• % reduction in HH expenditure on medical treatment  
• % reduction in infections/diseases |

| Strategic Objective 3: To reduce income inequality and increase livelihood options for the rural poor and vulnerable households in Greater Masaka sub-region | Targeted Households shall have income generating projects earning at least 300,000ugx a month; other means of looking after their welfare e.g gardens of indigenous local food, poultry etc | • % of targeted HHs with bank accounts  
• Number of HHs with food stores  
• % of HHs who have acquired new assets or property |

| Strategic Objective 4 | To protect and defend the rights of marginalized and vulnerable individuals in Greater Masaka communities | There will be increased awareness about and respect for human rights hence a reduction in the cases of rights abuse and violation | • No. of rights violation cases reported to relevant authorities’  
• Number of cases acted on  
• % reduction in rights related crimes at household level |

| Strategic Objective 5: To build a vibrant network of community actors with capacity to influence and effectively implement pro-poor policies and programs | By the end of 2024, COTFONE will be a strong reputable, well resourced, well regulated visible and impactful network | • Scope of work/coverage  
• Size of annual budget  
• Size & level of expertise of staff and membership  
• Quantity & quality of assets/property  
• Level of member participation in COTFONE programs and operations |
COTFONE requires a total budget of 7,768,600,000 Ugx in order to effectively implement this strategy. Funds will be mobilised from both internal and external sources. The major expected funding streams will include: donor funding; income from profit making initiatives; grants from government; contributions from well-wishers and co-funding options with different implementing partners and stakeholders.

How can you get involved?

Being part of us in ensuring effective implementation of this strategy first of all requires a will to address vulnerability and deprivation among OVCs, Women, the disabled, older persons, the youth and those living with AIDS. You can then join us as a volunteer, a member, an expert, a partner or well-wisher and most importantly as a donor or philanthropist to enable us mobilize the enormous amounts of financial and material resources required to deliver this strategy.

Contact us

Community Transformation Foundation Network (COTFONE)  
P.O. Box 589, Masaka - Uganda  
Phone: +256-481 660 301 (Office) or +256-756-660-301 (Mobile)  
Email: info.cotfone@gmail.com; Skype: cotfoneorg@yahoo.com  
Website: www.cotfone.net