**Project Title:** Strengthening the capacity of 5 schools in managing menstrual hygiene in Soroti district, Eastern Uganda.

**Executive Summary**

Menstruation is an integral and normal part of human life, indeed of human existence, and menstrual hygiene is fundamental to the dignity and wellbeing of women and girls and an important part of the basic hygiene, sanitation and reproductive health services to which every woman and girl has a right. Globally, approximately 52% of the female population (26% of the total population) is of reproductive age. Most of these women and girls will menstruate each month for between two and seven days.

The subject of menstruation however, is too often taboo, and has many negative cultural attitudes associated with it, including the idea that menstruating women and girls are ‘contaminated’, ‘dirty’ and ‘impure’. Women and girls in rural setting and in particular girls in schools suffer most from stigma and lack of services and facilities to help them cope with the physical and psychological pains they undergo during their menstrual periods; inadequate preparations for the young girls not yet experiencing menstrual hygiene, lack of or inadequate water to clean and wash the body, lack of materials managing menstrual hygiene, private space and wash rooms and inappropriate facilities for disposal of materials for those who have used pads. In spite of these issues, menstrual hygiene has been routinely ignored by professionals in the water, health and education sectors.

Currently the means of copying for girl pupils is the use of old cloth, dirty napkins and other un-hygiene materials. Some schools have provided pads ranging from sophisticated imported pads to locally manufactured pads by AfriPads and/or Makapads. In some cases, parents provide the pads to the girls. Within the context of SNV, an initial start has been made with the training of girl pupils to make re-usable menstrual pads (RUMPS).

**Description of the project area — geographical (map), political, socio-economic structure:**

Soroti District lies between latitudes 1°15’N and 2.00 N; and longitudes 33°00 and 33°45 E in Eastern Uganda. Formerly, initially it was called Teso district covering the current Soroti, Kumi, Katakwi, Kaberamaido, Amuria, Bkudeea, Ngora and Serere districts. The district covers approximately a total land area of over 1,409 km². It is composed of One County and one Municipality. There are a total of 10 Sub-counties (including 3 Divisions of the Municipality), 50 parishes (37 rural parishes and 13 wards) and 386 villages (309 rural and 77 cells). Soroti has a total population of 297,160⁴ of which 144,499 are males and 152,661 are female with 54,915 households.²

The growth of Soroti dates as far back as 1904 when the then District Commissioner of Mbale under the British protectorate government in Uganda sent Semei Kakungulu (British collaborator) to open up some administrative post in Serere, Gweri and Soroti areas. Part of Kakungulu’s team camped near the rock at Soroti chosen for its strategic location on defence and availability of water from the nearby streams. Under the organized and able rule of Kakungulu’s men, local inhabitants were forced to clear the forest and within a few years a large area had been cleared and considerable amount of settlement had taken place. Thatched houses for administrative purposes of Soroti County were put up at the site, where the present Lukiiko Hall stands and dispensary also in temporary materials stood at the site of the present hospital. Later on with the coming of Asian traders four small shops in semi-permanent materials were put up in Soroti. These traders brought in clothes, salt, sugar, hoes, beads etc. Trading was transacted through bartering (between manufactured goods and cotton, bids, skins, beans, chicken and groundnuts).

Soroti attained the status of the permanent headquarters of Teso region in 1912, as a result of a recommendation by Sir Fredrick Jackson, after his appointment as the new Governor of Uganda. Later a

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¹ UBOS 2014 provisional national census results
² Soroti District overview, location and size; [http://www.soroti.go.ug/](http://www.soroti.go.ug/)
District Commissioner was posted to Soroti and then permanent buildings started to be erected commencing with the District Office and this enhanced the growth of the township which became a municipality later. However, during the period of the First World War (1914-1918) development was somehow retarded, but in 1919 it again picked up. There continued to be considerable challenges to administer a large district with only skeletal staff on the ground till 1962 when more efforts were made to improve administration.

In terms of geographical features, the vegetation comprises mainly wooden Savannah; grass Savannah, forests and riparian vegetation. The minimum annual rainfall ranges between 1,000mm to 1,500mm, being unreliable in the recent past. The mean annual temperature is between 18°C and 31°C. Evaporation is particularly high during dry season.

The population is dependent on subsistence agriculture. Livestock and fishing are the other economic activities in the district.

Soroti District is a post conflict district in which recent past periods of insurgency and cattle rustling depleted the area of animals and other valuable property. The District has gone through three development phases: pacification, relief and resettlement; Rehabilitation and Reconstruction; and Development.

Although the poverty situation is being improved by developing rural infrastructure, introduction of income generating projects and provision of credit, there was a re-emergence of the LRA insecurity in 2003 which depleted the district off the good successes registered in the past. Health, hygiene and sanitation problems continue to affect service delivery and improvement of people’s livelihoods.

**Problem analysis**

Although menstruation is an integral and normal part of human life, indeed of human existence, the subject is however too often a taboo and has met many negative cultural hindrances and attitudes due to the perceptions among especially men and boys, including the idea that menstruating women and girls are ‘contaminated’, ‘dirty’ and ‘impure’. Women and girls in rural setting and in particular girls in schools suffer most from stigma and lack of services and facilities to help them cope with the physical and psychological pains they undergo during their menstrual periods; inadequate preparations for the young girls not yet experiencing menstrual hygiene, lack of or inadequate water to clean and wash the body, lack of materials managing menstrual hygiene, private space and wash rooms and inappropriate facilities for disposal of materials for those who have used pads. In spite of these issues, menstrual hygiene has been routinely ignored by professionals in the water, health and education sectors.

More school menstruating girls in Soroti primary schools experience isolation and rejection from their fellow pupils who regard them as ‘contaminated’, ‘dirty’ and ‘impure’. Women and girls in rural setting and in particular girls in schools suffer most from stigma and lack of services and facilities to help them cope with the physical and psychological pains they undergo during their menstrual periods; inadequate preparations for the young girls not yet experiencing menstrual hygiene, lack of or inadequate water to clean and wash the body, lack of materials managing menstrual hygiene, private space and wash rooms and inappropriate facilities for disposal of materials for those who have used pads. In spite of these issues, menstrual hygiene has been routinely ignored by professionals in the water, health and education sectors.

Our surveys have shown that a total of 70% of the girl pupils report to miss 1-3 days of primary schools per month, which translates to a loss of 8 to 24 school days per year. This means per term a girl pupil may miss up to 8 days of study. This represents around 10% of a girl pupils’ attendance missed due to menstruation; a majority of these girls note that they are physically sick and weak, cannot concentrate, or feel psychologically effects. In addition, 60% of the head teachers note that the girls absentee themselves from school during their menstrual cycle; Head and senior teachers further noted that they calculate around 10% of the total number of girls dropping out of school due to menstrual management and their schools do not have satisfactory menstrual facilities. Over 50% of the senior women teachers affirmed the provision of menstrual pads to girls at school is not available and another 60% of the girl pupils stated that they need better facilities (hardware aspects). In addition, issues around sensitization of boy pupils, and
the role of the senior woman teacher were also cited. Currently the means of copying for girl pupils is the use of old cloth, dirty napkins and other un-hygienic materials.

COF-UGANDA proposes this application to respond to the needs of building capacity of schools and teachers in improving and upholding menstrual hygiene and sanitation girls in selected primary schools of Soroti Sub County. COF-UGANDA will offer direct in-kind support to schools and selected girls, train them in menstrual hygiene and sanitation practices and encourage the replication of acquired knowledge at household levels. At the same time focus on increasing awareness and capacity of young girls to deal with menstrual hygiene.

**Project beneficiaries:**

The proposed action will adopt a bottom to top approach where interested schools within the target sub county will be invited to apply to participate in the project; this will include five pre determined schools with poor hygiene and sanitation indicators. This approach is chosen to enable Community Focus Uganda determine the level of commitment of the selected schools and ensure sustainability of the project in the long run. A selection criteria detailing the mode and level of participation and contribution by beneficiary schools will be developed and shared during project launch: this will explain the method of selection of beneficiary schools, contribution from the beneficiaries to the project including their commitment to sustain the action beyond its funding period. The selection criteria set will include among other things the performance indicators of schools on hygiene and sanitation practices, presence and use of sanitary facilities, number of pupils enrolled versus the available facilities, availability/absence of special rest rooms and other sanitary facilities for girls, distance within targeted area, gender (boys and girls), schools that meet the ministry of education and sports guidelines to operate, schools that meet minimum hygiene standards (pit latrines available, wash rooms, etc). These criteria will be refined to determine the best selection option for the project beneficiaries. The programme also expects to extend its out reach to the nearby communities within the periphery of the target schools.

Community Focus Uganda will target the following categories of people for different roles they play in hygiene and sanitation promotion.

<table>
<thead>
<tr>
<th>Category</th>
<th>Level/Title</th>
<th>Subject matter</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School Girls</td>
<td>P .5 – P.7</td>
<td>Adolescent Girls’ hygiene</td>
<td>Girls only</td>
</tr>
<tr>
<td>Teachers</td>
<td>Heads of departments</td>
<td>Trainers and planners</td>
<td>Men and women</td>
</tr>
<tr>
<td>Local Government</td>
<td>District Inspector of Schools &amp; District Health Inspector</td>
<td>Policy advocacy on girls’ hygiene promotion</td>
<td></td>
</tr>
</tbody>
</table>

**Project Goal**

**Goal:** To support and strengthen the capacity of 5 schools and 500 schools girls in managing menstrual hygiene in Soroti district, Eastern Uganda by December 2015.

**Specific Objectives:**

1. To strengthen Girls menstrual hygiene management by the school management;
2. To increase the capacity of selected primary schools to effectively manage and sustain menstrual hygiene and sanitation practices;
3. To increase awareness on proper hygiene and sanitation practices among pupils

**Expected results:**

1. 100 rural school girls supported and trained to locally make reusable sanitary pads to manage menstrual hygiene and stay at school throughout the months.
2. 5 schools supported to establish special rest rooms for girls’ privacy during menstruation.
3. Knowledge and awareness created on menstrual hygiene management among schools and pupils in selected schools

How the Project solves the problems:

This project will train 100 rural school girls to locally make reusable sanitary pads to manage their menstrual hygiene and stay at school throughout the months in Soroti district. The project will also support selected schools to establish special rest rooms to enable girls have privacy during menstruation. These rooms will prove very useful for especially new girls who are taken unaware of their menstruation.

Impact:
1. Increased school completion rate among targeted girls supported by this project;
2. Reduced stigma and isolation of girls from boys due to improved knowledge and understanding on menstrual hygiene;
3. Reduced school absenteeism; reduced cost of purchase of disposable sanitary pads.

Activities

To achieve the above results, community focus Uganda proposes to undertake the following activities:

1. **Output 1.1: 100 rural school girls supported and trained to locally make reusable sanitary:**

To achieve this output community focus will;

1.1.1. **Identify potential school girls to benefit from the project and sensitize them:**

COF-Uganda proposes to identify and 100 girls in 5 selected schools from upper primary pupils and sensitize them on menstrual hygiene; the girls will be supported to elect their chairpersons and other executive members. These groups will also be charged to commit themselves to supporting other girls within the school or in their communities/other schools in collaboration with the School Management Committee chaired by a senior women teacher.

1.1.2. **Conduct 5 trainings sessions for the girls and school senior women teachers**

Special trainings to teachers on how to train the pupils to practice safe hygiene management, the use of placed structures like water taps, constructed pit latrines and maintaining them (T.O.T training) have not been popularized. In turn and in the long run pupils capacity building and training through school health clubs promotion approach would yield results in improving personal and general school hygiene at school and homes where children later become ambassadors to their homesteads. Training the pupils on how to manage menstrual hygiene, use and maintain the sanitation facilities put in place can be done more easily by emphasizing child to child approach through sanitation committees at schools. COF-Uganda proposes to train the existing teachers and girls on menstrual hygiene. These groups can later be incorporated to form school health clubs and teacher committees in Water, sanitation and hygiene practices which will include proper management of hygiene and sanitation.

1.1.3. **Facilitate training sessions by trained girls and senior women teachers for other school pupils and teachers.**

Realizing increased impact is the aim of any capacity building activity; accordingly Community Focus Uganda proposes to support the trained girls and senior women teachers to carry out their role for which they were selected and supported. COF-Uganda will support the rolling out of training and education campaigns for other pupils on good hygiene and sanitation practices. They will also encourage the pupils to roll out training to other schools not reached by the programme to ensure increased outreach and project impact. COF-Uganda will ensure that the trainings are hands on and practical, taking place within the school compounds.
1. **Output 2.1:** 5 schools supported to establish special rest rooms for girls’ privacy during menstruation.

2.1.1. **Identify schools with utmost need and earmark for support**

Menstruation is an integral and normal part of human life. COF-Uganda proposes to identify and support schools with dire need for their pupils to have special rest rooms to help them have comfort during disturbing days of menstruation. This will enable them to avoid stigma and isolation which can easily lead to school dropout or missing out lessons. A quick assessment will be conducted to determine the schools that need immediate intervention prior to final selection and support.

2.1.2. **Support the schools to set up separate rest rooms for girls in menstrual period**

Girls are faced with poor hygiene and sanitation facilities including inadequate water for washing, lack of soap, no privacy and non-functioning or insufficient toilets and inability to buy sanitary pads. This reduces school attendance; A survey of menstruating girls in Uganda found that “the biggest numbers of school dropouts are girls because of inconveniences during their menstrual periods.” COF-UGANDA proposes to persuade and support the school administration without special rest rooms and sanitary facilities for girls to secure special rest rooms, equip and ensure maintenance of these rooms for use by girls during menstruation. The rooms will be equipped with sanitary items such as locally made reusable sanitary pads, washing soap, basins and rest beds with bed sheets, cleaning brooms. Costs incurred in this activity will include cost of equipping the rest rooms, provision of sick beds/rest beds, first aid kits, and general maintenance and supervision costs. A senior woman teacher or school maid will be trained and supported to take lead in this activity.

2.1.3. **Support school management in piloting training lessons on local production of sanitary pads and menstrual management in schools.**

Community Focus will agree with the school management on specific days set aside for general school sensitization on menstrual hygiene for girls, develop necessary training and advocacy materials for sensitization and awareness creation to provide deep understanding on the subject matter and support outreach to non targeted schools. COF-Uganda will spear head meetings with school administration and senior school management committees or Parents Teachers Association (PTA) representatives to determine how best to support girl child pursue good hygiene and sanitation to reduce the risk of losing study days during menstruation. COF-UGANDA proposes to procure advocacy materials and discuss possible ways of sustaining the action beyond project life time.

2.1.4. **Conduct school sensitization to increase awareness on the relevance of good menstrual hygiene management**

COF-Uganda proposes to conduct general sensitization for all school pupils and management on menstrual hygiene. This will help to reduce negative perceptions and taboos about girls during menstruation. COF-Uganda staff will talk to boys and teachers on the consequences of stigmatizing girls when they are experiencing menstruation, teach them how they can support their fellow school mates during this time especially for the beginners who may be taken unaware. With the presence of the rest rooms in the schools, boys could play a role of directing such victims to places where they can help themselves best. In the long run, continuous sensitization will increase positive attitude among boys and girls and how they relate with each other, hence avoiding isolation and possible school dropout.

3.1.1. **Facilitate interschool sanitation and hygiene visits and competitions (general cleaning, dialogue, essay writing, poems, dance and drama).**

Community Focus will facilitate interschool sanitation competitions and sensitizations with an aim of increasing outreach and enhance hygiene and sanitation knowledge among pupils. A criteria will be developed for monthly inspection of the selected schools and scores given based on cleanliness of
latrines, cleanliness of compound, maintenance of rubbish pits, cleanliness of school kitchen, cleanliness of water source, personal hygiene of pupils, and classrooms etc. An award in form of certificate of recognition will be awarded to best schools, pupils and teachers. The sub county and district local authorities will be involved in this important activity. School management and local authorities will be engaged to ensure sustainability of the action. This will include incorporation of key activities in the school master plan so that schools will conduct exchange visits to learn and share best experiences on hygiene and sanitation issues in their schools while promoting best practices adoption. Costs will cover the cost of transportation, printing of hygiene and sanitation education materials (pictorial charts), printing of certificates and refreshments during award ceremonies.

3.1.2. Conduct 5 joint support supervision visits on improved hygiene and sanitation practices.

At the beginning of training sessions, beneficiaries will be taught effective hygiene and sanitation processes and procedures by imparting basic skills and asked to practice this on their own to show their motivation and capacity for work. Continued participation on the programme and collection of inputs will depend on successful completion of the previous element of hygiene friendly environment, and this will be monitored and supported by COF-Uganda field officer. Support supervisions will be conducted in conjunction with the school head teachers, leaders of health clubs, heads of department health and sanitation, selected pupils, district inspector of schools, district health inspector, sub county department of community services, area councillor and secretary for education and health. Costs incurred will include transport costs for monitoring team, refreshments, allowances to selected leaders and participants.

PROJECT MONITORING AND EVALUATION:

A monitoring framework will be created, assessing inputs, processes and outputs of the various projects in the programme. Results will be synthesised into quarterly reports in order to track progress and adjust programming and a final report to the donor and other partners at the end of project. Records on human resources and non-personnel inputs will be kept in order to monitor staffing/volunteers and spending. Records on partnerships created; numbers of workshops, training and hygiene education sessions held; and participant feedback will be kept in order to monitor availability and quality of the project. Records on workshop, training and hygiene education session attendance, and the training of girls on menstrual hygiene, personal hygiene and their application, will be kept in order to monitor participant numbers and outputs.

5. Implementation

Method of implementation

Community Focus Uganda will conduct direct implementation of this project once the grant is confirmed and awarded. The technical team and volunteers will be deployed in the project locations to effect community mobilization and sensitization, supervised by the project officer. An activity plan will be drawn showing steps of implementation and main persons responsible. A consultant will be hired to deliver training of trainers and support development of training materials on hygiene and sanitation. District and sub county local authorities will be engaged in support supervision and monitoring on agree basis.

Time frame:
May 2015 – 31st December 2015

Necessary means and costs

Own resources: applicant’s own resources in cash and/or in kind if applicable

Community Focus Uganda will provide in kind support to this project which will include;

Time provided by the M&E officer during key activities such as baseline, end line surveys, gender analysis survey among others.
Overall project Management will be provided by the director with only agreed cost charged to this project through out the implementation; support provided will include overall implementation, support to design of activity implementation plans, financial management (in and out flows), timely accountability and enforcing adherence to the existing organizational policies including external coordination with stakeholders and donor reporting.

Finance manager will support fund utilization which will include withdrawals and expenditures recording, budget follow up and financial reporting.

Community Focus Uganda will also contribute to office running costs such as daily utility costs (electricity, water, garbage collection etc), office supplies (stationaries), etc.

6. Risk Analysis
Are there (external) factors that could possibly influence or delay/obstruct implementation of the project?

<table>
<thead>
<tr>
<th>Assumed Risk</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools will cooperate during project execution</td>
<td>COF-UGANDA will sign MoU with head teachers making their commitment to the project and its continuity.</td>
</tr>
<tr>
<td>Local authorities are supportive of the action</td>
<td>COF-UGANDA will conduct community outreach and sensitization to inform and invite local participation</td>
</tr>
<tr>
<td>Cultural norms and practices within the target areas are supportive of the action</td>
<td>COF-UGANDA will conduct community sensitization and awareness raising</td>
</tr>
<tr>
<td>Economic situation remains favourable</td>
<td>COF-UGANDA will constantly monitor market situation to inform any price fluctuations and share with responsible authorities – exchange rate variations (if fund is in other currency); price monitoring to constantly update procurement needs.</td>
</tr>
<tr>
<td>Girls remain receptive to the new knowledge and innovations</td>
<td>Targeted sensitization and awareness raising will be conducted with receptive age groups such as senior women teachers and other girls.</td>
</tr>
</tbody>
</table>

Budget estimate: $6940

<table>
<thead>
<tr>
<th>Projected Expenses</th>
<th>Unit</th>
<th>Unit Price (USD)</th>
<th>Quantity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of Girls and teachers on menstrual hygiene</td>
<td>sessions</td>
<td>10</td>
<td>100</td>
<td>1000</td>
</tr>
<tr>
<td>Menstrual kits</td>
<td>kits</td>
<td>25</td>
<td>100</td>
<td>2500</td>
</tr>
<tr>
<td>Schools mobilization and sensitization</td>
<td>rounds</td>
<td>20</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Establish and set up special rest rooms</td>
<td>pcs</td>
<td>50</td>
<td>5</td>
<td>250</td>
</tr>
<tr>
<td>Schools hygiene and sanitation sensitization</td>
<td>rounds</td>
<td>150</td>
<td>5</td>
<td>750</td>
</tr>
</tbody>
</table>

Budget Estimates for the Project "Supporting and strengthening the capacity of 5 schools and 100 schools girls in managing menstrual hygiene in Soroti district, Eastern Uganda."
<table>
<thead>
<tr>
<th>Description of applicant</th>
</tr>
</thead>
</table>

General description about the organisation (full name, abbreviation, address, homepage); data on the organisation (year of establishment, membership in other networks or platforms, management, number of staff); Institutional profile of the organisation (prior experience and project management capacities, mission statement)

I. About Community Focus Uganda:

Name: Community Focus Uganda (COF-UGANDA)
Address: Lira Road, Plot 52 Ejok Edeke House, Amen ward, P.O.BOX 549 Soroti.
Email: cofuganda@gmail.com;
Website: www.cof-ug.org
Main Contact Person(s): Aongat Cuthbert- Director: Elumu Peter- Programme coordinator
Tel: +256 (0) 774 772 744 / +256 (0) 777 730 038

II. Background:

Community Focus-Uganda is not for profit grass root organization which works to contribute towards community driven approach for sustainable development through interventions in human rights promotion, Education and vocational skills enhancement, Food Security and Agricultural Livelihoods, Health and Nutrition promotion including HIV/AIDS awareness raising and prevention. It was incorporated in Uganda as Not for Profit Company limited by guarantee in August 2012 under the registration number 154565 and registered in Soroti district under the department of community services in August 2013 with the registration number SN/063/2013. To achieve its objectives, Community Focus Uganda works very closely with the community at grass roots in collaboration with the government structures at local and national levels alongside international, and national non-governmental and community based organizations sharing the vision for humanity in Uganda and the world. Community Focus Uganda recruits membership virtually from around the community it works and the strategy to realize the mission lies in community involvement during project development. Community Focus Uganda is confident that, to change community attitudes and strengthen their skills and knowledge, there is need to take into account their potential and involvement to become enlightened, healthy and democratic community free from hunger, disease and poverty.
III. Staffing and Organization Structure

Community Focus Uganda has the following composition and structure:

A. Board members/staff and their roles

Community Focus Uganda has seven board members who are fully paid and are responsible for COF-UGANDA strategic direction involving strategic decision making and organizational development. The board has the following functions to play in the running of the organization:-

i. To convene the Annual General Assembly.
ii. To implement and execute the policies of the organization as decided by the Annual General Assembly.
iii. To fund-raise for the organization, appoint the organizations bankers and administer the property of the organization.
iv. To recruit, discipline and handle all personnel matters for all staff of the organization under the personnel policies approved by the General Assembly.
v. To formulate the annual budget for the organization.
vi. Be answerable to the Annual General Assembly.

The business of the organization is managed by the directors, who pay all expenses incurred in promoting and registering the organization, and exercise all such powers to ensure growth and development of Community Focus Uganda. The directors also cause minutes to be made in books provided for the purpose of records and smooth running of the organization.

The board members and other staff currently have following titles and roles to play:-

a) Director: The Director has the overall management responsibility of providing strategic direction for Community Focus Uganda. He ensures that COG-UGANDA strategies and programmes are adequately designed and implemented according to agreed work plans and funding. In coordination with donors, national authorities and other humanitarian organizations, the director plays the role of networking, fundraising and building partnerships with potential donors public and private sector.

b) Deputy Director: The Deputy Director supports the function of the director with specific focus on program development, implementation and reporting to donors, district and national authorities and other development organizations.

c) The Secretary general: The secretary general is responsible for keeping a full complete and updated record of the organization’s affairs. He takes and keeps minutes of the board of directors and the Annual General Assembly; keeps up an up-to-date register of the members, establish and maintain contact with the organization membership, sends out notice of meetings, issues membership cards and maintain a record of the activities of the organization. Liaise with the public relations officer to mobilize members for meetings whenever called upon.

d) Finance and Administration Manager: The Finance and administration manager doubles as the treasurer and is in charge of resource mobilization, drawing the organizations funding plan and to control all expenses; apply all rules and regulations of COF-UGANDA’s internal financial procedures and for the donors. The finance and administration manager also manages financial reporting to relevant government departments and donors of all the funds raised and used for COF-UGANDA mission and objectives.

e) Public Relations and Mobilization Manager: The position has the role of external relations and community mobilization management to ensure that COF-UGANDA activities are palatable with beneficiaries and local authorities and partners around the project areas. He also directs the utilization of information by media and other external audiences ensuring that the image of the organization is not at stake.
f) **Coordinator:** Is responsible for the overall coordination of the programs and related initiatives. The Coordinator also manages all collaborations with the technical departments and line Ministries, district departments and other participating organizations, thus providing a link between programs implemented by Community Focus Uganda and other NGOs and/or international organizations.

B. **Secretariat:**

   a) **Programme Officer:** She is directly in charge of programmes during the project period. The Programme officer is responsible for technical oversight, follow-up and support for the program, ensures training of community volunteers, evaluate the evolution of the program, develop plans, reports and represent COF-UGANDA externally at meetings and with partners.

   b) **Head of office:** Implement the administration and logistic procedures at base level. He will ensure that the security of the staff and equipment is under control in order to avoid risks. At the base, he also ensures that the staffs adhere to the logistical operating procedures. He is the focal person for the operations at field level. In this regard he is the interface person between COF-UGANDA and local authorities. This position is currently frozen due to resource gaps.

Currently the organization works with 6 volunteer staff who are not paid salary but given facilitation allowances to conduct organization’s activities in the target communities of Soroti Sub County.

IV. **Composition by Gender in the organization:**

There are 3 women in official positions, Deputy Director, Programme officer and Finance and Administration manager. 40% of volunteer staffs are women as well. Although Community Focus Uganda is not a women organization, women comprise the decision making body of the organization and women form the larger part of our beneficiary target. With bottom top approach used by Community Focus Uganda in planning, women get the best opportunity to actively participate in programme development and decision making, hence the vulnerable groups are covered in the planning phases since they constitute the organization’s task. At top level the second in command of the board members with the strategic role in decision making is a woman.

V. **Activities Conducted by Community Focus Uganda**

Community focus Uganda has the following current activities ongoing:

i. **Kitchen Vegetable gardening for household consumption and small scale marketing:**

Increasing population has led to increase in demand for vegetables in Soroti, Community Focus Uganda designed and supported 2 selected youth farmer groups of 15 members each in Soroti town in vegetable production both for household consumption and sale; the markets currently developed are locally available as we explore new production strategies with emphasis on value addition and processing so as to raise the income of the participating beneficiaries. This project is located in Amen village, Soroti Sub County in Soroti district. Community Focus Uganda has integrated Village savings and loans associations with this activity as one of the main means of bringing participating communities together to create continuity and sustainability.

ii. **Health, hygiene and sanitation Promotion:**

Community Focus Uganda is engaged in health and hygiene promotion sessions with the community members, creating awareness on communicable diseases, HIV prevention and awareness raising, proposing preventative measures including creating awareness on cancer. Under hygiene and sanitation, Community Focus Uganda is engaged in village to village campaign meetings promoting SAFE waste management and disposal, SAFE water chain management through establishing and training water user committees using PHAST methodology among others in Soroti town and partly Ngora town Council.
Community Focus Uganda also works to identify potential partnerships with existing international and non-government organizations including donors to support scaling up of this initiative.

iii. Nutrition:

Community Focus Uganda is popularizing its approach of creating awareness on good nutrition practices through community nutrition education sessions and sensitization of the communities. Despite the lack of funding to scale up these interventions, community Focus Uganda has never stopped participating in community education sessions including promoting the use of energy saving stoves. Community Focus Uganda is now developing approaches on how to create comprehensive behaviour change communication and resilience approaches to tackling malnutrition and food insecurity.

VI. Resource Mobilization

Community Focus Uganda currently operates without donors supporting its activities. In order to raise funds for its operations, Community Focus Uganda has a policy of raising operational funds from within the founder members and newly recruited members into the organization. As a result each founder director contributes at least 1,500,000 (approximately $500) per annum towards funding the project activities for the seven directors. On the other hand, the newly recruited members each year contribute membership fees of 150,000 shillings (about $50) per annum; currently the organization has managed to attract additional 6 members. Community focus Uganda has also developed a fund raising strategy which it hopes to launch in 2015 to enable it raise more funds locally, internationally and online to support its mission and purpose. The fund raising strategy will also involve donor relations through the public relations and mobilization department supported by the director. Community Focus Uganda has also submitted a number of project proposals to different potential donors with yet no success while others are still waiting for feedback. Some of these applications once successful would directly contribute to strengthening COF-UGANDA’s programmes in the target locations of Soroti and Ngora.

VII. Community Focus Uganda (COF-UG) programme strategy

COF-UGANDA’s goal is to enable vulnerable communities build resilience and take charge of their own development, raise the quality and impact of community work through mainstreaming cross cutting issues in the areas of Gender (especially the role of women in development and livelihoods improvement), HIV/AIDS, environment, education and climate change. Specific objectives are:

1. To improve the health of vulnerable communities by addressing issues that undermine their good health such as access to health services, good nutrition, HIV & AIDS, counselling, safe water, sanitation and management of preventable and treatable diseases.
2. To provide agricultural, value addition support and market linkage to vulnerable communities to ensure empowerment and development.
3. To increase household incomes among vulnerable communities through programmes that ensures self-reliance and sustainability.
4. To promote formal education, vocational training and life skills to vulnerable communities to help them cope with life challenges while creating human rights awareness.
5. To address the underlying causes of poverty and income inequality;
6. To contribute to operational research and to the development of technical expertise in COF-UG areas of competence.

Approaches to integrating cross cutting issues such as HIV/AIDS, gender and environmental issues into COF-UGANDA’s work include the involvement of the community in all stages of programming to enhance impact and avoid isolation, stigma and feeling of senselessness in own development; training and capacity building of local capacities and institutions for sustainable impact; and advocacy for awareness raising and improving access to services. To date COF-UG has made gains in the field of health awareness, nutrition and HIV/AIDS awareness raising through social mobilization and sensitization. COF-UGANDA believes, through small interventions, social network and capital is mobilized for action.