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International The Gambia



COUNTRY STRATEGY PAPER SIX (CSP-VI)
2024 – 2028

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Acronyms

AA	-----	ActionAid
AAI	-----	ActionAid International
AAITG	-----	ActionAid International The Gambia
ACTIVISTA	-----	ActionAid Youth Advocacy Group
ALMA	-----	African Leaders Malaria Alliance
ANR	-----	Agriculture and Natural Resources
AU	-----	African Union
CBG	-----	Central Bank of The Gambia
CBO	-----	Community-based Organization
CC	-----	Climate Chang
CCA	-----	Common Country Assessment
CEDAW	-----	Convention on the Elimination of All forms of Discrimination against Women
COP	-----	Conference of Parties
CRC	-----	Convention on the Rights of Children
CRSA	-----	Climate Resilience Sustainable Agriculture
CRR	-----	Central River Region
CS	-----	Child Sponsorship
CSOs	-----	Civil Society Organizations
CSP-V	-----	Country Strategy Paper 5 (five)
CSP-VI	-----	Country Strategy Paper 6 (six)
ECOWAS	-----	Economic Community of West African States
ELBAG	-----	Economic Literacy and Budget Accountability Governance
EU	-----	European Union
FAs	-----	Funding Affiliates
FAO	-----	Food and Agricultural Organization of the United Nations
FBOs	-----	Farmer-based Organizations
GA	-----	General Assembly
GAWE	-----	Global Action Week on Education
GBA	-----	Greater Banjul Area
GBOs	-----	Gambia Bureau of Statistics
GBV	-----	Gender-based Violence
GDHS	-----	Gambia Demographic and Health Survey
GDI	-----	Gender Development Index
GDP	-----	Gross Domestic Product
GFNDP	-----	Green Recovery Focused National Development Plan
GLFS	-----	Gambia Labor Force Survey
GMOs	-----	Genetically Modified Organisms
HDI	-----	Human Development Index
HRBA	-----	Human Rights-based Approach
HH	-----	Household
IBBS	-----	Integrated Biological and Behavioral Survey
IOM	-----	International Organization for Migration
IPC	-----	Inter-Party Committee
IT	-----	Information Technology
IWD	-----	International Women's Dayistry of Basic and Secondary Education

NDMA	National Disaster Management Agency
MOHERST	Ministry of Higher Education Research Science and Technology
MOU	Memorandum of Understanding
NA	National Assembly
NAMs	National Assembly Members
NbS	Nature-based Solutions
NBR	North Bank Region
NDP	National Development Plan
NGBV	Network against Gender-based Violence
NHRC	National Human Rights Commission
NGBV	Network against Gender-based Violence
NSPS	National Social Protection Secretariat
OPs	Organizational Priorities
PLIP	People Living in Poverty
PLHIVs	People Living with HIV
PRS	Promoting Rights in Schools
PTAs	Parent Teachers Associations
PwDs	People with Disabilities
PQL	Program Quality and Learning
RAF	Resources Allocation Framework
RDT	Rapid Diagnostic Test
RFP	Rural Forestry Platform
RWA	Rural Women's Assembly
RWD	Rural women's Day
SDGs	Sustainable Development Goals
SHF	Smallholder Farmer
SIF 2	Strategic Implementation Framework 2
SIG	School Improvement Grant
SMCs	School Management Committees
SMT	Senior Management Team
SO	Strategic Objective
SP	Strategic Priority
SRHR	Sexual Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
ToC	Theory of Change
TVET	Technical Vocational Education and Training
UBS	Upper Basic School
UNFPA	United Nations Fund for Population Affairs
UNSDCF	United Nations Sustainable Development Cooperation Framework
VDCs	Village Development Committees
WAM	West Africa and Mediterranean
WASH	Water Sanitation and Hygiene
WB	World Bank
WDCs	Ward Development Committees
WFD	World Food Day

1. Introduction/Background:

ActionAid International The Gambia (AAITG) is an affiliate member of ActionAid International (AAI) and has been operating in The Gambia since 1979. AAITG went through series of transformative processes in programming, fostering partnerships, and working in target communities at regional and national levels. AAITG works with and through People Living in Poverty and their institutions, especially women, children, and youth. Development of Country Strategy Paper is an accountability requirement for all ActionAid Country programs to guide their operations. AAITG's CSP-V (2018-2023) ends in December 2023 and thus, it embarked on the development of CSP-VI to carve out its strategic plan for the period 2024 – 2028. An external evaluation of CSP-V was completed and CSP-VI builds on and consolidate the gains made in CSP-V as well as making strategic alignment with the AAI Global Strategy (Strategy 28) and the Strategy Implementation Framework 2 (SIF2) whilst deeply rooted to the country context. Taking cue from the current development trends vis-à-vis what other development organizations are doing towards addressing such trends. This calls for a rigorous contextual analysis to inform AAITG of the realities on the ground and to arm the agency further in making informed decisions on its strategic direction for the next 5 years.

2.Contextual Analysis:

2.1. Economic Context

The Gambia is one of the smallest countries in Africa with an area of about 11,000 square kilometers and a population of about 2.6 million (52.4% female); Gambia Bureau of Statistics (GBOS), 2023. Over 44 percent of the population is below 15 years and 19 percent between the ages of 15 and 24, depicting a very youthful population (ibid). The average life expectancy is 64 years (Health Policy 2007-2020). According to UN Human Development Index 2023, the Gambia was ranked 174 out of 191 countries with both Human Development Index (HDI) and Gender and Development Index (GDI). The Gambia GDI value for 2021 is 0.924 and its HDI value is 0.500.

In accordance with the budget estimates for 2024 fiscal year, provisional data shows that Real Gross Domestic Product (GDP) growth for 2024 is projected at 4.9 percent, lower than the 5.3 percent recorded in 2021, when recovery from the pandemic was underway but slightly higher than 2023. Real GDP growth is projected at 4.8 percent in 2023. On sector specific growth outlooks, agriculture is projected to continue its growth path reaching 8.3 percent in 2023, compared to the 3.6 percent in 2022, primarily supported by crop/animal production, and fishing and aquaculture.



The growth prospect for the industry sector is estimated to increase to 7.4 percent in 2023 from 3.0 percent in 2022 – supported by electricity and construction. On the service sector, growth is expected to subside at 2.5 percent in 2023, with rebound activities in the tourism, and wholesale and retail trade subsector. Tourism is expected to recover from the COVID disruption by 2026 when the arrival of tourists reaches pre-COVID arrivals. Inflation reached a record-elevated level of 18.5 percent (year-on-year) in September 2023, but this has recently declined to 18% as of end of October 2023. This elevated inflationary pressure stems from both food and non-food commodities. Monetary policy in this context was geared toward tackling price hikes, with the Central Bank of The Gambia (CBG) further raising its policy rate to 17 percent in August 2023.

Despite the renewed optimism among Gambians for a transformative society after the end of the authoritarian rule by the former President, which was marked by massive economic deprivation and financial mismanagement, recent economic growth in the country is seemingly not translating into concrete socio-economic advancement for Gambians. According to the Gambia Poverty and Gender Assessment 2022 Report, poverty has increased from 48.6% in 2015 to 53.4% in 2020. Poverty is worse in rural (64.6%) compared to 35.4 % in the urban (GBoS, 2020).

Agriculture and related industries are crucial to the Gambian economic growth, contributing up to 33% of the GDP and employing about 46 % of the labor force (FAO, 2022). Study indicated that women produce 80% of the vegetable and 99 % of rice produced in this country. In the Gambia, most societies practice traditional Land Tenure System and as a result women do not have full control over the use and ownership of land, owning only 10 % of the total land. Men are mostly involved in cash crop production such as Groundnuts, and Millet whilst women focused on vegetable and food crop (Rice) production. On the other hand, both men and women engage in fish processing and livestock rearing. Low production and productivity levels continue to be realized as most farmers still rely on rudimentary ways of production practices due to inadequate access to simple farm implements, other inputs including technical & extension advice and skills training. The sector is seriously negatively impacted by climate change and its numerous vagaries. The Poverty and Gender Assessment Report, 2022 indicated that disasters have increased from 6.3 % in 2015 to 11.8 % in 2020. The erratic rainfalls, coupled with increased occurrence of long dry spells, wind storms, and floods, rising temperatures have significantly contributed to reduced crop yields and increased livestock mortality. This is further compounded by poor soil fertility, inadequate agricultural tools, low-quality seeds, limited access to market and finance for smallholder farmers all of which significantly contributed to increased food insecurity.

The fishing industry especially the smallholder fisher folks have been hard hit by competition from foreign investors making them highly vulnerable particularly the women folk in the urban setting who depend on the industry as a means of livelihood. Women and youths' access to credit is yet to be satisfactory due to the issue of collaterals and high interest rates. In some situations, also, particularly in the rural areas, due to some social norms, religious or cultural barriers, a woman or youth may access credit, but may not necessarily have full control over its use thus making rural women more vulnerable with lesser voices in decision making (The Gambia National Gender Policy, 2010 – 2020).

The Gambia National Food Security Report (2022) revealed that 25 % of households reported an inadequate food consumption, either poor or borderline, indicating that they are not consuming staples, vegetables, and oils every day, and rarely consuming food rich in animal proteins (meat, fish, or dairy products). Malnutrition in all its forms remains a major challenge in The Gambia. Many children, especially in the rural areas, are poorly nourished. According to Gambia Micronutrient Survey (GMNS) Report, 2018, stunting among children under five years was 15.7% down from 24.5 % according to the 2013 Gambia Demographic and Health Survey (GDHS). Access to safe drinking water is 85.1 percent, with 79.9% urban and 64.9% rural. Despite this good achievement, only 26% of households have access to standard sanitary facilities. AAITG will continue to create critical awareness for people living in poverty (PLIP) to pursue climate justice and campaign for the investment on sustainable agriculture (agro-ecology) and further support campaigns for food sovereignty.

2.2 Political Context

The country returned to democracy in 2016 after experiencing 22 years of authoritarian rule. The Gambia used to be characterized by its peaceful nature according to the Mo Ibrahim Index of Africa - ranked third out of 163 with a percentage of 55.3. However, recent report from Global Peace Index; 2023 indicated a huge concern of Peace in The Gambia which now ranks 59 out of 163 in Africa. This situation has the tendency to undermine our program, hence deepening poverty and injustices across the country. (Global Peace Index, 2023).

The UN Common Country Analysis (CCA) highlights increased poverty, inequalities, gender inequality, insecurity, food and nutrition insecurity, and increased migration flows as challenges to national development trends. In the same vein, the National Development Plan (NDP) cites legislative and policy challenges, including the delayed constitutional reform, enactment of anti-corruption, human rights, elections, and transitional justice related bills which are impacting the country's development process.



In recognition of the above challenges, The Gambia government developed a comprehensive Green Recovery Focused National Development Plan (GRFNDP) (2023-2027) to consolidate gains made in democratic governance, accelerate green economic and social transformation, and build resilience to shocks and crises. The United Nations Sustainable Development Cooperation Framework (UNSDCF), 2024 – 2028 has been anchored in the three strategic objectives of the NDP, envisioning for an inclusive, resilient, and prosperous Gambia by 2028, ensuring dignity, equitable access to quality services, environmental sustainability, and the consolidation of democratic governance gains.

Both the UNSDCF (2024 – 2028) and the Green Recovery Focused National Development Plan (2023 – 2027) of the government of The Gambia, have all been aligned to the 2063 Agenda of the African Union; the UN SDGs 2030 Agenda as well as the 2015 Paris Agreement to effectively contribute towards the attainment of the SDGs including combatting the impact of climate change and variability.

2.3 Social Context

Based on the 2019 – 2020 GDHS Report, the prevalence of malaria among children aged 6-59 months according to the Rapid Diagnostic Test (RDT) testing decreased from 2% in 2013 to 0.4% in 2019-20. The maternal mortality ratio (MMR) for The Gambia is 289 maternal deaths per 100,000 live births for the 7-year period before the survey. The confidence interval for the 2019-20 GDHS MMR ranges from 204 to 375 deaths per 100,000 live births. Infant mortality has increased from 34 to 42 deaths per 1,000 live births (ibid).

According to The Gambia African Leaders Malaria Alliance (ALMA) Quarterly Report for Quarter one, 2023, the entire population of The Gambia is at elevated risk of malaria and transmission is intense for most of the year. The annual reported number of malaria cases in 2021 was 77,287 with forty-two deaths.

The HIV prevalence rate is 1.9 percent 2013 DHS and 1.5 percent National Sentinel Surveillance 2020. There is a higher percentage of female living with HIV (PLHIV), 54 percent as compared with 46 percent males). Prevalence of HIV infection is also higher in female youth in the age group 15 -25 years than male youth due to sociocultural and biological factors. The Integrated Biological and Behavioral Survey (IBBS) 2023 Report demonstrated that HIV is more concentrated in key populations than other groups.

women and 10% of men have attended or completed more than secondary school. Almost half of women (47%) and two-thirds of men (67%) are literate. AAITG will therefore, continue to work with key partners and communities towards consolidating the gains achieved in maintaining girls in schools and provide space for a smooth transition towards pursuing higher education and career development for both girls and boys.

The 2022-23 Gambia Labor Force Survey Report indicated that 45.3 % of youth are neither in employment nor in education or training (GBoS, 2023). This situation leaves many with a sense of desperation and helplessness, forcing them to seek opportunities elsewhere, including Europe, which many risk their lives to reach through often deadly irregular migration. Of recent, based on anecdotal information, thousands of youths from both urban and rural areas and in some cases lactating mothers have embarked on such dangerous routes with massive casualties being recorded almost daily. In accordance with the Macrotrends report, the current net migration rate for Gambia in 2023 is -1.188 per 1000 population, a 3.02% decline from 2022. The net migration rate for Gambia in 2022 was -1.225 per 1000 population, a 2.85% decline from 2021. The net migration rate for Gambia in 2021 was -1.261 per 1000 population, a 2.85% decline from 2020. The net migration rate for Gambia in 2020 was -1.298 per 1000 population, a 2.7% decline from 2019 (<https://www.macrotrends.net/countries/GMB/gambia/net-migration#...>). According to the International Organization for Migration (IOM) report, over the past few years, the pursuit for socioeconomic advancement—especially among the youth—has driven many to undertake irregular migration. Over 35,000 Gambians arrived in Europe by illegal means between 2014 and 2018, with many others in Africa along the Central Mediterranean Route opting for voluntary return.

To address the problems of irregular migration, and to reap the benefits of a youth dividend, the government must invest in youth development programs. Government investment in youth will prevent the growing youth population from turning into a liability to national progress and pose threats to the country's peace and stability has been clearly demonstrated in other regions across the globe

Opportunities for vocational and technical skills training exist, but mostly in the urban areas leaving the rural youths at a most disadvantaged position, particularly girls. Furthermore, this sector continues to experience challenges such as access to material and financial resources to commence operations even after the skills training. This could be an area to focus attention on towards creating opportunities for increasing the income earning potentials of Gambian rural youths especially girls as well as to explore and effectively get involved in male-dominated skill areas towards expanding and improving their lives and livelihoods. The AAITG's established agro ecology centers at Dalaba and Sare Birom will be expanded and strengthened in line with the

NDP and National Technical and Vocational Education Training (TVET) Policy.

The country remains to be a patriarchal society, providing extraordinarily little space for women leadership or their involvement in decision-making from local to national levels. This is evident by the dwindling number of women in elected positions (National Assembly and Councils). Of the seven elected chairpersons of municipalities and councils, only one is a female and there are only seventeen females among 120 elected ward councilors. Similarly, of the 58 National Assembly Members (NAMs) there are only five females. Gender disparity is apparent in many aspects of life in the Gambia induced by a mix of social, cultural, and institutional factors, despite the existence of legal frameworks, relevant policies, reformed institutional structures, and women empowerment initiatives aimed at addressing gender gaps (UNFPA, 2022). The labor force participation rate among females is 57.3% and among males 65.8 % (World Bank Report, 2022).

40.6% of men and 16.8% of women own a dwelling either alone or jointly. 26.6 % women participated in decision making in 2020. There is an uneven gender distribution of the labor force, in the public and private sector employment. According to the Gambia Labor Force Survey Report (GLFS 2022-2023), there are gender imbalances in labor status and working conditions. Women labor force participation rate is lower than that of male (39.6% and 47.9% respectively). Women are more affected by labor underutilization; the composite rate of labor underutilization (LU4) stands at 50.5 per cent among women compared to 31.8 per cent for males. Women work in low-quality jobs, on average eight in ten women work in the informal sector and are engaged in informal employment. Almost seven in ten women are own-account workers compared to nearly four in ten among men. The proportion of female employees is twice lower than that of male employees (20.9% and 46.8% respectively).

They are engaged in the sector of services (63.6%) performing services and sales work (45.8%) and in the agricultural sector (30.1%) as skilled workers (25.4%). The situation of male employees displays a different picture, while a majority have found employment in services (52.2%) as services and sales workers (20.7%) and in the industry sector (34.5%) as craft and related trade workers (28.8%) and plant and machine operators and assemblers (9.8%). The proportion of women in managerial positions (SDG indicator 5.5.2) under Goal 5 "Achieve gender equality and empower all women and girls" stands at 36.1 per cent, below the objective of equal opportunities for leadership.

The existing gender disparities between men and women to a greater extent limit women harnessing their full potential towards enhancing their self-actualization, growth, and development. This calls for the equal participation of men, women, youth and PwDs in the socio-economic and cultural advancement of the country. Moreover, those in the rural areas and poor

and vulnerable urban settlements are increasing in the Greater Banjul Area (GBA).

The Government of the Gambia has however, ratified several International Declarations, and Conventions including but not limited to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), AU Protocol on the Rights of Women and Girls, and the Convention on the Rights of Children (CRC). Most of these conventions and protocols, though already domesticated, have to a certain extent experienced delays in actual implementation due to numerous factors.

During the implementation of its fifth Country Strategy Paper (CSP V) AAITG supported the advocacy and campaign for the inclusion of women in the district tribunals. All the District Tribunals within the Local Rights Programs (LRPs) have women members; however, more work needs to be done to expand this to tribunals outside the LRPs. AAITG will continue to partner with and empower like-minded, women-led, and women-focused Civil Society and Community-based Organizations (CBOs) on the advocacy and campaign for more women involvement in decision making bodies, at both local and national levels.

The 2019 Report on Conflict and Development Analysis – The Gambia highlighted Accountability & Political Leadership during transition, land governance, disputes and resolution practices, Gambia's young population and vulnerabilities of climate and the natural environment amongst others as key conflict drivers. The Report indicated that terms like corruption and nepotism were widely used during the individual, small group, and large research activities during the updating process. The Report further recognized the social and economic risks that voluntary and forced returnees from Europe can create. Gambia faces threats from climate and environmental degradation on multiple fronts, affecting social relations through economic hardship and high congestion of urban spaces, associated with rural-urban

migration, and local to national food insecurity risks in a country already reliant on imports. In the CSP VI, AAITG will work with development partners to advocate for government to address these conflict drivers.

2.4 Macro economic issues

At the global level, in 2022 the economy was decelerated by the spillover effects of the Russia-Ukraine War (World Bank, 2023). This War resulted in high food and commodity prices and supply disruption, increasing inflation to levels not seen in several decades.

The global economic growth retarded from 5.8 % in 2021 to an estimated 2.8 % in 2022. Moreover, growth in advanced economies was lowered from 5.2 percent to 2.5 percent in 2021, and in emerging and developing markets from 6.6 percent to 3.4 percent in the same year (World Bank, 2023).

This has already had severe tolls on developing nations like The Gambia, most especially due to high commodity prices and food shortages, further exacerbated by the impact of the climate crisis thereby pushing the majority of the poor and vulnerable deeper and deeper into poverty, rights violations and injustices meted on them (women, men, children, youth, PwDs, PLHIV etc.).

3. Our Identity

3.1 Vision

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

3.2 Mission

To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organizations, activists, social movements, and supporters.

3.3 Values

- Mutual Respect, requiring us to recognize the innate worth of all people and the value of diversity.
 - Equity and Justice, requiring us to ensure the realization of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location, and religion.
 - Integrity, requiring us to be honest, transparent, and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgments and communications with others.
 - Solidarity with people living in poverty and exclusion will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality.
 - Courage of Conviction, requiring us to be creative and radical, bold, and innovative - without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality
 - Independence from any religious or party-political affiliation
 - Humility, recognizing that we are part of a wider alliance against poverty and injustice
- The ActionAid Federation has committed to applying a feminist lens and values in our work, which will guide us in interpreting and advancing our mission and these values.

3.4 Approaches

ActionAid International The Gambia employs a unique approach to development in the country; the Human Rights Based Approach (HRBA), which encompasses four pillars: empowerment, solidarity, campaigns and providing alternatives. Considering the critical nature of HRBA in our work, AAITG will continue to ensure that staff and key partners have the necessary understanding and capacity to use this approach as well as our participatory methodologies for conscientization and movement building. Our constituents (Rights-holders) are conscientized to enable them to recognize, understand, and claim their rights. With this approach, critical causes of poverty are exposed and challenged.

AAITG is an affiliate of AAI and has a strong conviction that no one institution/organization can fight poverty, injustice, and unequal power all by itself. In cognizance of this, AAITG builds partnerships/coalitions/alliances with local organizations, social movements, research institutions, and other NGOs for effective and efficient evidence-based programming, including women and youth-led campaigns and advocacy on advancing the rights of women, children, youths, PwDs and other poor and vulnerable populations including PLHIV. AAITG will therefore strengthen its staff and board's understanding of how social movements work, and how they can add most value to their struggles. The agency will convene the AAITG staff, Board and GA and Movement Leaders' Learning Space at national level whilst continue participating in similar forums at a global level for mutual learning.

Both online and offline campaigning from local to global using a people-centered approach will be organized mobilizing a wider popular constituency of consumers, voters, and taxpayers in solidarity with rights-holders and their movements whilst further bolstering our advocacy and movement building work. Public engagement strategies will be established and/or further strengthened to amplify our local struggles and connect these from community to national and global levels. A more active and open two-way dialogue will be encouraged and promoted to deepen supporters' understanding of poverty, inequality, and injustice whilst increasing our visibility and influence globally, and at the same time expanding our social justice activism among voters, taxpayers, and consumers, as well as towards supporting fundraising and financial sustainability. This calls for the need to develop the operational infrastructure and capacities in public engagement, campaigning, and communications during the CSP period (2024 – 2028) supported by the fundraising and communications strategies.

Furthermore, in consideration of the strategic shifts and the changing external context, AAITG will strengthen the quality of its programs, its Monitoring, Evaluation and Learning (MEL), Knowledge Management and its capacities to implement the envisaged changes. This will therefore, entail strengthening CSP development and reviews including a baseline survey (mid-term reviews and end-term evaluations), institutionalizing Program Quality Standards and Assurance and undertaking these regularly, deepening the use of the MEL Approach and Strategy by investing further in measuring, tracking, and communicating the impact of AAITG work whilst creating a culture of learning towards enhancing the scaling up of what works and adapting the program accordingly. The use of digital technologies in Program Quality and Learning (PQL), processes will help our PQL processes keep pace with global trends and digital changes as a robust and dynamic learning organization.



AAITG's approaches for the strategy period (2024 - 2028) will be hinged on those defined in SIF2. A systems-change approach will be undertaken, recognizing the inter-linkages and holistic nature of the structural and systemic injustices caused by patriarchy, neoliberalism, colonialism among others and their related structures, institutions, norms, and practices. As already highlighted above, this requires both extensive and intensive conscientization, deepening mindsets and capacities, and development of new or additional tools to enhance systems thinking and the application of an intersectional approach using the feminist and gender justice lenses, power analysis, power shifts and power redistribution lenses and the agency, equality, inclusion and intergenerational lenses to analyze, understand/embrace and prioritize our work most effectively and efficiently. Other additional lenses to be used will include the green and just economic lenses, climate justice and environmental sustainability lenses and the racial justice lens to help further strengthen our work on a feminist, just and green transition.

4. Key Achievements of CSP-V (Summary)

Among the key achievements made by AAITG during CSP-V implementation are the results of the Land Rights Campaigns. AAITG, in collaboration with key partners, made significant strides in improving women's access to and ownership of land. As a result, thirty women groups have so far owned and registered plots of land in their names, whilst individual land ownership is gradually progressing. These achievements are registered through the Women's Land Rights Campaigns implemented by AAITG, and partners. However, challenges to improve women's control and ownership of land still exist and AAITG will continue to collaborate with relevant partners to sustain the gains.

AAITG and partners can boast of an increased number of elected female candidates in both the National Assembly and Local Councils. The number of elected females has increased from eight (8) in 2016 to seventeen (17) in the 2021 Local Government Elections. Similarly, AAITG campaigns contributed to the inclusion of eight (8) women in local District Tribunals in the AAITG Local Rights Program Areas (LRPs).

As a result of the training and sensitization programs supported by AAITG and key partners on CRSA/agro ecological practices, we contributed to having a considerable number of smallholder farmers have already adopted one or more of the practice(s) in Niamina Dankunku, West and East Districts of Central River Region (CRRS) and in Upper Nuimi District of North Bank Region (NBR).

In the drive to curb rural-urban and irregular migration AAITG provided training and start-up kits in vegetable, poultry, and small ruminant production, which provided meaningful livelihood options to youths. It is expected that this will minimize both rural-urban and irregular migration eventually.

Similarly, the support provided to women and youth in the form of initial capital to set up or scale up their business, poultry, small ruminant, and vegetable production schemes contributed immensely to the enhancement of their resilience against climate change impact.

5. Key Strategic Shifts

To enhance the effective implementation of its sixth Country Strategy Paper (CSP-VI), AAITG will engage in some key strategic shifts.

I. Action-oriented Research: The agency will embark on more action-oriented research to further gather evidence for issue-based campaigns, policy advocacy/influencing as well as real programming.

II. Attention to men and Engagement with Government Ministries and Departments: During the implementation of CSP-V, the women empowerment efforts were done solely with women and targeting local authorities, whilst the work with young people focused on leadership and livelihood opportunities. For the strategy period, our women and youth empowerment efforts will be further intensified by shifting attention to men as key partners in the struggle. Thus, male feminist champions will be identified to collaborate with women and young people to strengthen our women and youth empowerment and inclusion in decision making structures.

III. Re-enforce engagements with relevant Government Ministries and Departments: This will also be further reinforced to enhance effective advocacy and policy influencing whilst ensuring good governance, transparency, and accountability in all our dealings. AAITG, in collaboration with relevant partners and stakeholders, will also intensify its work on rural-urban and irregular migration as well as trafficking in persons during the strategy period. AAITG 15 will also expand its work to provide support to women, youths, PLHIV, Key and vulnerable population to HIV and PWDs as key cohorts of poor, vulnerable and marginalized people.

IV. Strengthen work with Social Movements: Cognizant of the crucial roles played by social movements in enhancing the creation of structural changes, AAITG will deepen its work with social movements. It will reduce the over-formalised working processes and procedures with movements with similar frivolity to our systems change

V. Intensify Resource Mobilisation: In cognizance of the shrinking nature of Child Sponsorship (CS) funding, AAITG will further strengthen its institutional fundraising portfolio by strengthening existing partnerships and exploring new opportunities including setting up LRPs in urban areas to deal with urban poverty. AAITG will also explore with relevant partners and institutional donor agencies to carry out action research on the status of urban poverty. The agency will also carry out a donor scoping exercise to collect relevant information about potential donors which will help in identifying potential donors.

6. Our Theory of Change (ToC)

Adapted from AAI's meta-theory of change which carves the way towards achieving social justice, gender equality and poverty eradication, AAITG has developed specific theories for each strategic priority/objective of CSP-VI.

Rights awareness is a strong cornerstone for any meaningful and transformative change. An informed society promotes self-awareness, self-confidence, and self-actualization and

therefore can trigger collective action towards ensuring social justice, gender equality and eradicating poverty.

Building strong and genuine partnerships, alliances, movements and coalitions can catalyze pressure on duty bearers in advocating, campaigning, and providing alternatives for the realization of rights, effective and efficient public service delivery, climate justice, environmental sustainability and at the same time enhancing food sovereignty for PLIP and exclusion.

As both a catalyst and contributor to social change, AAITG for the strategy period, will highly depend on over 4 decades of its rootedness in Gambian rural communities. Working effectively with communities, esteemed partners, social movements and allies, AAITG will be ready to seize any opportunity that exists towards realizing social transformation. AAITG will use the same force and people power to build collective resistance for any backlash geared towards jeopardizing the realization of social justice, gender equality and poverty eradication particularly for its constituencies (women, men, children, youth, PLHIVs/key and vulnerable populations and PWDs).

We also recognize that overcoming the structural causes of poverty and injustice requires long term commitment and engagement, global collective action, alongside the need to be agile and adaptive to a rapidly changing context.

7. Program Framework

As part of key stages in developing CSP-VI (2024 - 2028), AAITG through its partners and other key stakeholders including communities, did a thorough analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT) alongside a contextual analysis towards collectively determining key issues confronting PLIP, the drivers of such issues and the key priority interventions to undertake towards addressing the identified challenges and capitalizing on the existing opportunities for its programming. This analysis informs AAITG's program framework of CSP-VI.

Despite vigorous work and remarkable achievements made in this area by AAITG and its esteem partners, deeply rooted patriarchy, and other social norms are still prevalent and being upheld in the country. These continue to undermine our efforts towards the realization of women's rights and empowerment towards fostering and ensuring gender equality at both an incremental and radical and transformative scale. However, opportunities still exist for a further push through working with existing women's rights and feminist organizations, coalitions, movements, allies and government towards the realization of SDG 5 - "Gender equality and empowerment of women and girls" and other related SDGs, The revised National Gender Policy (2023-2032), CEDAW (1981), Women's Rights/Act (2015), Convention on the Rights of Children (1989/1990), Rights of Persons with Disability Act (2016), UNSDCF (2024 - 2028), Green Recovery Focused National Development Plan (2023 - 2027), etc.

As little or less attention has been made on women's unpaid care work at household and community levels particularly in childcare and care for the elderly and sick, AAITG will engage relevant government authorities and ministries for the effective recognition and provision of relevant services to reduce such burden on women and girls. In this regard, engagements will be done with the Social Protection Secretariat, a key stakeholder, to push this agenda forward during the life span of CSP-VI.



Climate and environmental crisis in The Gambia continue to create a great havoc and further push thousands of poor and marginalized people into poverty and exclusion. This manifests every year through high frequency of hazards such as floods, windstorms, long drought spells among others further leading to migration (internal/external) and conflicts related to land and pasture. This further provides AAITG an opportunity to collectively collaborate with affected communities and relevant partners in advocating and campaigning for climate justice. Furthermore, AAITG will continue to work with relevant institutions to promote equity in land distribution and provide lasting solutions to crop farmers and pastoralists land related conflicts.

In its campaigning/policy influencing work, AAITG will capitalize on the existence of digital platforms to further intensify collective action and counteract any backlashes especially in amplifying collective voices and harnessing people's power towards reassuring and pursuing on the role of the State as the primary duty bearer to uphold and fulfill the rights of PLIP and exclusion. Based on its decades of experience and informed by research, AAITG in collaboration with communities and esteem partners, will explore and push for alternatives to unfavorable policies, strategies and models that continue to trap PLIP, further fuelling inequalities and creating threats to sustainable livelihoods.

As an affiliate member of AAI Global Federation, AAITG's program framework is aligned to that of Strategy 2028 and will work towards the AAI overarching goal stated below.

"To achieve social justice, gender equality and poverty eradication by shifting and redistributing power and resources, strengthening the resilience of communities and movements, and fulfilling the rights of people living in poverty and exclusion."

AAITG's programming for the CSP-VI (2024 – 2028) will continue to be long term and fully integrated focusing on the three interconnected and mutually reinforcing pillars, Rights, Redistribution and Resilience. As indicated in Strategy 2028, rights cannot be fulfilled without redistribution of power and resources; and they will continue to be undermined without building the resilience of people living in poverty and exclusion and social movements. AAITG is in full agreement and recognizes this as a key driver for its programming.

a. Rights

The Gambia's democracy is young and there are hopes that the

government will continue to be an important guarantor of human rights and remain accountable to the citizenry after experiencing over 2 decades of undemocratic dispensation marked by gross human rights violations with total impunity as revealed by the TRRC findings. Amidst the existence of a much conducive civic space to engage and hold government accountable as primary duty bearer to recognize, promote, protect and fulfill the rights of the citizenry, AAITG alongside communities we work with, our esteem partners and other stakeholders, will leverage gains made by CSP-V such as the women's land right campaigns, rights awareness on HIV and AIDS and advocacy for access to comprehensive care and support for PLHIV, Key and vulnerable populations, and gains made on Promoting Rights in Schools (PRS) interventions, to further advance the feminist agenda and bolster its work in adopting transformative strategies to achieve gender equality and social justice. This is especially so and as already explained in the contextual analysis that The Gambia has already signed, ratified and acceded to many international treaties and conventions on human, economic and social rights, as well as the rights of children, women and PwDs some of which include: International Covenant on Civil and Political Rights, UN Climate Change Paris Agreement, International Convention on the Elimination of All Forms of Racial Discrimination, Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, Convention on the Elimination of All Forms of Discrimination against Women, Convention on the Rights of the Child and Convention on the Rights of Persons with Disabilities amongst others.

In this regard, AAITG will continue to work with the individual and collective agency of people living in poverty and exclusion to sensitize, conscientize and mobilize them to claim their rights and resist any forms of discrimination/oppression. Massive sensitization and awareness creation around rights violations, power imbalances and means of addressing this especially corporate power will be done towards achieving social and economic justice for PLIPs. Women and youth organizations, CSOs and CBOs such as the Apexes/Ecozones, NHRC, WorldView The Gambia, RWA, ACTIVISTA, NGBV, RFP, the Global Platforms, Gambia Participates among others will be engaged, trained, strengthened and mobilized to take collective actions in challenging unfavorable policies and laws, and the unequal distribution of power and resources whilst confronting the negative cultural, religious and social norms and practices that continue to fuel oppression and violation of rights of our constituencies (women, men, youth, children, PLHIV and PwDs).

b. Redistribution

To guarantee a life of dignity and a just society for everyone, there must be equality and fairness in the distribution of power and the available resources. Access, control and ownership of land and other productive resources and decision-making power particularly for women, youth, PLHIV and PwDs must be enhanced to create opportunities, decent work, and recognition/respect for labor rights.

The Gambia has a tax-based economy, but the effective and rational utilization of the tax revenue generated is much to be desired. This has interpreted to low access to quality public services such as education, health care, adequate and reliable water and electricity supplies to name a few especially for the rural poor.

Despite the policy on free and compulsory education (2016 – 2030) and the free primary health care services for children,

expectant and lactating mothers, the poor and vulnerable population in both urban and rural areas continue to bear the burden. This results to high dropout rates in transitioning from the primary to secondary and tertiary education as well as realization of high maternal mortality rates coupled with high rates of water-borne and other infectious diseases like malaria, diarrhea, and respiratory infections, among others. The agricultural sector is equally affected by poor extension services, inadequate farm inputs and implements, and a weak value chain which results in high post-harvest losses, inadequate processing and storage facilities, and limited market opportunities. The Gambia despite been a signatory to the Abuja and Maputo Declarations which commits 15% of our national budget on health, 10% on agriculture and 22% on education, none of these commitments have been met by the government yet. It is also crucial that efforts towards recognizing, valuing, and reducing women's unpaid care work and at the same time advocating for the delivery of quality gender-responsive public services to the rights holders by the state as the primary duty bearer supported by other relevant duty bearers is intensified.

Furthermore, Corporations must be properly regulated to avoid them amassing wealth at the expense of poor and vulnerable people who work for them. More so, these corporations and individuals must be pressured to pay their fair share of taxes through a progressive tax system. This provides opportunities and calls for the need to build strong alliances, movements, coalitions, and concerted efforts in mounting up pressure on government and other stakeholders to deliver on the relevant SDGs as well as commitments made in the above global protocols, conventions and/or declarations. In the implementation of CSP-VI AAITG will therefore, continue to engage and advocate through collective actions for the pursuance of Promoting Rights in Schools (PRS) and other policies such as those related to HIV&AIDS, ANR, Youth Policy, Gender policy, Policy on PwDs among others to hold government and other duty bearers to account in delivering on the various obligations and commitments. These actions will be fully informed by action research to provide evidence for our advocacy endeavors.

c. Resilience

As we live in a world with lots of uncertainty coupled with high occurrence of disasters and conflicts, the need for emergency work escalates and calls for the need for PLIP and exclusion to be equipped with the required capacity and resources to anticipate, prepare, respond, recover from and withstand shocks whilst transforming systems and processes that increase their vulnerability. There is an urgent need to recognize and shift power to women as the first responders and those organizations at the frontline of disaster and emergency response initiatives with increased accountability to the affected communities. People most impacted in both urban and rural areas by disasters and emergencies must be provided with the necessary support taking into consideration gender inequalities. Amidst the high rate of urban migration, resilience building in the urban context must be given top priority. In the same vein, considering high impact of climate change on the lives and livelihoods of both the urban and rural population, AAITG for the strategy period endeavors to work towards achieving food sovereignty, ecological and climate justice for all PLIP irrespective of their geographical location.

The focus and emphasis of the program will be on ensuring disaster prevention and resilience building. Nonetheless,

AAITG will continue to work in collaboration with the National Disaster Management Agency (NDMA) and the National Social Protection Secretariat (NSPS) to effectively coordinate national disaster and emergency response through resourcing the implementation of the National Disaster Response Strategic Plan thereby making them more proactive rather than their current state of been more reactive. AAITG will continue to build the agency of women as first responders to emergencies and disasters along with other frontline organizations whilst supporting them to confront unfavorable policies, cultural, social norms and practices that inhibit their effective inclusion and participation in disaster and emergency work whilst at the same time empowering them to hold government accountable to deliver on their obligations towards addressing disasters and emergencies in a more holistic and transformative manner. AAITG will ensure accountability, dignity and autonomy in its disaster and emergency response programs leveraging on CSP-V gains especially in working on cash transfers and other disaster risk reduction programs. AAITG will also leverage the existence of digital power to harness resources within and outside the country towards addressing disasters and emergencies in collaboration with affected communities and its esteemed partners.

8. Strategic Priorities

Strategic Priority 1:

Recognition, Promotion, Protection & Fulfillment of rights of PLIP & Exclusion (men, women, children, youth, PLHIV and PwDs).

This Strategic Priority (SP), which has 4 Strategic Objectives (SOs) aims to reduce inequality by advocating for people living in poverty and exclusion be given their political and socio-economic rights. This Strategic Priority will contribute to Outcome 4.1 (Equitable Access to Quality and Relevant Education for all), Outcome 4.5 (Appropriate policies and strategies to harness the demographic dividend), and Outcome 4.6 (Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated) of the Green Recovery Focused National Development Plan (2023 – 2027). It will also contribute to the Sustainable Development Goals 5, 8, and 10. This Strategic Priority is also in line with the UNSDCF -The Gambia (2023 – 2028) - By 2028, marginalized and vulnerable people in The Gambia, participate in functional, accountable and transparent institutions implementing relevant reforms resulting in the efficient delivery of services. Moreover, this Strategic Priority is also aligned with AAI Strategic Investment Framework (SIF 2) Pillar 4, Strategic Objective 6 (Strengthening people's movements to challenge visible, invisible, and hidden power and lead a decolonized, antiracist, feminist, just and fair transition).

Strategic Objective 1:

Promote and advocate for the inclusion and participation of women, youth, children, PLHIV & PwDs in Governance/decision

making structures & processes at national & local levels (VDCs, WDCs, CBOs, CSOs, District tribunals, Councils & National Assembly) to tackle the root causes of structural inequality.

Theory of change for the strategic objective

When capacities of individuals and their movements are built and they are conscientized about their rights, they will be able to critically engage and put pressure on primary duty bearers to deliver on their rights. Equally, when effective partnerships are forged along with joint fundraising, and direct funding support to women's and youths' organizations/movements as well as organizations of PwDs in both movement building and cross-fertilization of movement actions, lobbying and advocating for their involvement and representation in the governance and decision-making structures and processes at national and local levels could be easily enhanced. This will be pursued through effective engagements with relevant authorities like Local Councils, the Executive, Judiciary, and the Legislature.

Key interventions

- International level Interventions
 - Participate in the commemoration of International Days (IWD, RWD, Day of the African Child, IYD, Int. Day of the Child, WFD, Int. Day for the Eradication of Poverty, World AIDS Day, World disability day, 16 days of activism against gender-based violence, the Global Action Week on Education (GAWE) and other relevant International Days).
- National level interventions
 - Identify, train and support committed men as feminist champions in advocating for and promoting women's empowerment whilst upholding feminist leadership principles and values.
 - Community sensitization for the inclusion and political participation in decision making structures and processes for all citizens especially women, youth and PwDs.
 - Engagement with Inter Party Committee (IPC), political parties & LGAs for the selection of women, youth, and PwDs as prospective candidates in governance and political structures, and advocate for political parties to be democratic, accountable and transparent.
 - Support female-elected candidates to initiate and implement their work plans in collaboration with women and young female aspirants to build their capacities to enable them to learn along as future candidates.
 - Train and mentor nominated/appointed candidates in governance processes and systems.
 - Plan and organize vigorous campaigns for women to support their fellow women candidates in electoral processes.
 - Engage and work with the NAMs to reinvigorate the quota system for ensuring women's and youth participation in political and decision-making positions and processes.
 - Work with NAMs, NHRC and relevant institutions to prevent the political and civic space from shrinking and keep it conducive for the application of the HRBA.

- Advocacy on amendments to existing laws/policies or the development of new ones that mandates the inclusion of women, youth, and PwDs in decision making structures.

- Collaborate with the NHRC in monitoring rights violations and taking appropriate actions at all levels.

- Re-tabling of the Women's Amendment Bill 2021

- Raise awareness on gender-transformative approaches and feminist principles to promote gender equality through critical examination of gender roles, norms, and power dynamics.

Strategic objective 2:

Promotion of girls' education in rural Gambia with focus on enrollment and retention at Tertiary education and TVET towards achieving gender parity.

Theory of change for strategic objective

Through collective efforts and actions in strengthening the governance structures in schools and effective sensitization of parents coupled with direct funding support to girls' education, effective and timely access to School Improvement Grants (SIGs), girls' enrollment and retention in schools and tertiary education institutions will improve tremendously thereby leading to the successful completion of their educational careers and opening of other prospective/improved livelihood opportunities. AAITG will therefore, continue to mobilize and support Mothers' clubs, SMCs, and PTAs in schools (LBS & UBS) and tertiary institutions as well as the LGAs to vigorously advocate and lobby for continuity in girls' education especially in transitioning from LBS to UBS and to tertiary educational institutions. We will intensify the engagement with Ministries (MOBSE/MOHERST) and the National Assembly (NA) for increased enrollment and retention of girls in secondary and tertiary levels.

Key interventions

- International level interventions
 - Engage in Education-for-All campaigns in collaboration with other AA country programs/Affiliates.
- National level interventions
 - Support Mothers' clubs & SMCs in campaigning for the enrollment and retention of girls in schools especially at the secondary and tertiary/TVET levels.
 - Work with Mothers' clubs, Gender Action Groups etc. to support girls in menstrual cycle management and access to sanitary pads to avoid absenteeism during the period.
 - Strengthen engagement and partnership at national level with educational alliances and CSOs to advocate for retentions and expansion of TVET.
 - Strengthen the CRSA demonstration farms at Dalaba and Sare Birom and introduce other skills training programs in line with the national using TVET policy.

- Provide support for the needy children (girls) to be able to complete their educational careers especially at the secondary and tertiary levels and use this to lobby and intensify our advocacy.

- Support families of poor and vulnerable children in income generating activities towards enhancing their children's educational careers

- Work in collaboration with artists, celebrities, and others to advocate and campaign for girls' education.

- Support CSOs on strategic engagement with government on the SIG.

Strategic objective 3:

Promote, mobilize, and support efforts towards enhancing universal and inclusive access to health services including SRH and Rights for PLIP and exclusion (women, men, youth, PwDs and PLHIV).

Theory of change for strategic objective

AAITG has a strong conviction that when citizens (PLIP and exclusion in particular) are mobilized, sensitized and trained, they can understand, appreciate, and take collective action(s) towards demanding and advocating for their SRHRs most effectively with optimal impact. This will be further connected to the national alliances and movements to enhance advocacy to ensure that taxes are paid, collected regularly (progressive taxation) and effectively utilized towards the provision of gender-responsive and accountable public services including general health and SRHRs of PLIP and exclusion with a focus on the most affected population.

Key interventions

- International level interventions
 - Collaborate with countries working on access to SRHRs campaigns and programs.
- National level interventions
 - Support PLHIV, Malaria/TB and other communicable diseases (psycho-social, legal, medical advice/services).
 - Strengthen support to national evidence-based programming and impactful interventions on health and SRHRs.
 - HIV prevention, communication, information, and demand creation for prisoners and other key populations
 - Training for young couples and adolescent school-going boys and girls on SRHRs and making reusable sanitary pads.
 - Community empowerment for people using drugs.
 - Advocate for the inclusion of comprehensive SRHRs in the school curriculum.
 - Support the establishment of guidance and counselling services in communities and schools on SRHRs including the use of reusable sanitary



pads and advocate for government intervention in this area.

Strategic objective 4:

To promote and enhance economic and social justice for youths to curb rural/urban and irregular migration and trafficking in person whilst advocating for the protection and fulfillment of the rights of people on the move (migrants/prospective migrants, women, youth & children).

Theory of change for strategic objective

People on the move have fundamental human rights like any other persons which must be understood and cherished. The youth are the most affected by issues of migration across the world. Most drivers of such people movements include economic and social pressures from household to community, regional, national, and global levels. Such drivers could be mitigated by the creation of employment and income generating opportunities coupled with sensitization, awareness creation and policy advocacy on the dangers and risks involved in irregular migration and trafficking in persons. With concerted efforts from the governments as primary duty bearers to the parents, fellow youths (in-country & abroad) as well as other CSOs and funding partners, this phenomenon could be most effectively reduced.

Key interventions

- International level interventions
 - Advocate and engage governments at regional and global levels to enhance the free movement of people across borders as enshrined in the ECOWAS protocols, AU, and EU
 - Work with other AA Countries involved in tackling irregular migration and trafficking in person and be an active member of the West Africa and Mediterranean (WAM) Delegation.
 - Intensify joint fundraising with other WAM delegation Country Members and other Partners.
- National level interventions
 - Advocacy and awareness raising campaigns on the violation of the rights of people on the move and the benefits of migration.
 - Conduct action-oriented research on the push and pull factors of rural-urban and irregular migration to back-up our campaigns.
 - Conduct vigorous evidence-based advocacy, campaigns and sensitization programs at community, regional and national levels on risks involved in irregular migration, trafficking in person and the enforcement of laws/policies to curb this unfavorable phenomenon.
 - Organize skills training/entrepreneurship programs and provide start-up packages for youths towards boosting their

income earning potentials/capacities.

- Advocate for government and councils to establish recreational centers for youths.

- Engage the EU, governments, and other key stakeholders for establishing a watch-dogging agreement on readmission/reintegration of migrants and monitoring of HR violations.

- Advocate and encourage government & the private sector to have a minimum wage scale based on the current standard of living.

Strategic Priority 2:

Women and Youth-led Climate Resilience, Ecological & Climate Justice, Environmental Sustainability & Food Sovereignty for PLIP & exclusion.

This Strategic Priority is concerned with building resilience of PLIP and exclusion against the impact of climate change by promoting and advocating for sustainable agriculture (CRSA/Agro-ecology) and ensuring women and youth-led preparedness and responses to disasters. It also aims to advocate for those driving the climate change phenomena to be responsible for their actions. This Strategic Priority aligns to Pillar 2 (Resilience); Strategic Objective 3 (Promote a feminist, green and just transition [that builds climate resilience] including in agriculture, led by women and young people) of the ActionAid International's SIF. It also contributes to the Outcome 1.1 (Community level resilience to shocks and crisis enhanced) of the Green Recovery Focused National Development Plan (2023-2027) and to SDGs 2 (Zero Hunger), 5 (Gender Equality), 10 (Reduce Inequalities), 12 (Responsible Consumption and Production) and 13 (Climate Action). Similarly, it is also aligned to the UN-SDCF-The Gambia (2024- 2028) Outcome 1.1 (By 2028, women, children, displaced people, youths and PwD particularly in rural and urban disaster, conflict prone areas are resilient to climate related and other shocks and have access to sustainable food, WASH, including education and social protection).

Strategic objective 5:

Promotion of Climate Resilient sustainable Agriculture (CRSA/Agro-ecology) in enhancing food sovereignty for PLIP & exclusion.

Theory of change for strategic objective

Responding to climate change and its impact requires the collective initiation and adoption of appropriate farming methods and practices. CRSA and agro-ecology when fully adopted and practiced along with other farming practices like planting of improved high breed/early maturing crop varieties, drought resistant/salt-tolerant crops, adaptation of pump irrigation schemes, encouragement of micro-gardening – roof-top gardening and smart urban farming can build SHFs' resilience to climate change whilst enhancing food sovereignty at community level.



SHFs when exposed to such practices will understand and appreciate the immediate benefits and the multiplier effects thereby building resilience of more SHFs across communities. With practical examples of successful micro projects of this nature, governments and other key stakeholders could be lobbied to further invest in this area towards building the climate resilience of its citizenry whilst enhancing food sovereignty for the larger farming population.

Key interventions

- International level interventions
- Work with other countries in promoting climate justice.
- National level interventions
- Advocate and campaign on investments in CRSA/Agro-ecology and reduction in chemical fertilizer subsidies.
- Promote investments in the circular economy to reduce wastage through recycling and processing of perishable produce/products/items.
- Advocacy for implementation of the AU Maputo Declaration on Agriculture & Food Security (10% of national budgets allocated to agriculture development).
- Support SHFs with simple farm implements and inputs to increase their production and productivity for enhancing HH food security whilst building their climate resilience.
- Intensify women and youth-led land right campaigns on ownership and control to boost their self-confidence, dignity and agency and increase their production levels.
- Engage the communities and private sector to initiate and promote contractual farming to respond to the demand for certain commodities whilst increasing the income earning potentials of farming families and youths.
- Establish/strengthen seed/cereal banks to preserve and share climate-resilient seed varieties and bridge the food gap during lean periods and also prevent the use of GMOs.
- Work and collaborate with FBOs to build a strong voice in determining and advocating for favorable trade and pricing policies for their commodities.
- Support and strengthen capacities of youth with productive skills and grants for adapting to climate change

to increase their production and productivity for sustainable food security and curbing irregular migration.

- Form alliances with CSOs to advocate for Government to redirect 20% of funding meant for Chemical Fertilizer subsidy to private sector to promote the production of organic manure.
- Promote fish farming – aquaculture.
- Support transformation processes and access to markets for women and youths to strengthen their income generation endeavors.

Strategic objective 6:

Mobilize, promote, and enhance women & youth-led interventions in anticipation, preparedness, and response to disaster, whilst building their resilience to the impact of climate change/variability, and environmental degradation.

Theory of change for strategic objective

When women and youth are fully empowered and recognized as first responders to disasters/emergencies, as they live and experience such phenomena directly where it is most impactful, they will begin to appreciate their agency whilst strongly and most effectively advocating for their rights. AAITG in collaboration with relevant stakeholders will train and mobilize women and youth-led organizations and movements at the grassroots to lead in climate justice campaigns as first level responders to disasters/emergencies whilst ensuring that their rights are fully recognized, respected, promoted and fulfilled.

Key interventions

- International level interventions
- Participate in AAI climate justice campaigns particularly those on loss and damage.
- Participate in the COP processes & events related to climate justice.
- National level interventions
- Mobilize and support organizations to challenge false solutions to climate change (e.g., carbon markets, etc.)
- Support communities to adapt to climate change by strengthening national plans & processes.
- Support communities to develop and implement community led DRR plans to mitigate against the negative effects of CC recognizing the centrality of women and youth.
- Support reforestation programs to restore the lost forest cover and degraded lands.
- Support and contribute to building the resilience of the poor and vulnerable (urban/rural) to reduce their exposure & vulnerability to climate-related extreme events and environmental shocks/disasters.
- Rally private sector agencies to invest in climate justice as part of their corporate social responsibility.
- Conduct climate change-related research to inform the impact of previous interventions and future programming.
- Support the implementation of national appropriate social protection systems and measures to cushion the impact of

climate change on the lives and livelihoods of the vulnerable population.

- Initiate and implement a digital system to help track and monitor restoration programs across communities.
- Advocate and provide support for the effective coordination of tree planting/growing across participating agencies and intervention communities.
- Support & encourage interested/dedicated youths to venture into tree nursery establishment as income generating ventures to boost their income levels whilst providing the required seedlings for restoration activities and programs.
- Support the establishment of Nature-based Solutions (NbS) in collaboration with other stakeholders as part of adaptation measures whilst building resilience of communities against the impact of climate change/variability (beekeeping, sustainable collection of forest products for processing, vegetable gardening etc.)
- Advocate for government to subsidize liquid gas (LPGs) and promote the use of biogas to curb the production of charcoal and fuel wood.
- Work with the Government to promote and advocate to increase investment in resilience building for the poor and vulnerable.
- Support the development and implementation of local conventions to guide the use of natural resources.
- Advocate for anti-bushfire campaigns.

- Support LRPs to develop disaster contingency plans.
- Promotion and implementation of rangeland and stock route management for climate smart livestock
- Work with partners to promote Disaster Risk Financing – for Micro and Macro Insurance

Strategic Priority 3:

Good Governance (Democratic, Accountable, Transparent & Responsive structures, institutions, and policies) for equal distribution of Power and Resources

Under this Strategic Priority, AAITG will support movements and organizations of PLIP & exclusion to hold Duty Bearers accountable for transparent and accountable public service delivery and recognize and value women's unpaid care work. This will contribute to Pillar 6 (Empowerment, Social Inclusion and Leaving No One Behind) of the Green Recovery Focused National Development Plan (2023-2027), SDG 8 (Decent Work and Economic Growth) and the UNSDCF-The Gambia (2024-2028) Outcome 2.2 (By 2028, Marginalized and vulnerable people in The Gambia enjoy efficient social and economic inclusion, right and gender-based human development for reduced poverty and inequality).

Strategic objective 7:

Promote & advocate for the regular payment, collection, and utilization of tax revenue for an inclusive, gender-responsive, effective, transparent & accountable public service delivery.

Theory of change for strategic objective

Fair and accountable distribution of resources should be hinged on progressive tax collection. When citizens understand and appreciate the tax system, they will be able to effectively pay their taxes and monitor the utilization of revenue towards ensuring an inclusive, gender responsive, transparent, and accountable public service delivery.

AAITG will work with communities, government, local councils and CSOs to lobby and advocate for progressive taxation and proper utilization of such revenue to satisfy the needs of the citizenry.

Key interventions

- International level interventions
 - Work with other countries regarding policy/advocacy campaigns on women's unpaid care work.
 - Exchange Visits and adapting best practices from other countries.
 - Work with International Organizations
- National level interventions
 - Intensify engagements between duty bearers and rights holders to promote accountability, transparency, and the redistribution of resources for effective public service delivery.
 - Create awareness and advocacy for the effective utilization of 60% Community Development Fund from the Local Councils and the Constituency Development Fund of the National Assembly
 - Advocate for the creation of Constituency Development Committee.
 - Advocate for implementation of audit findings and review of tax collection and utilization processes.
 - Capacity building of the decentralized structures

Raising awareness and support tax justice (progressive taxation) issues at national and community level using Reflection Action resources.

Collaborate and support CSOs for budget tracking using ELBAG at central and local government levels.

Strategic objective 8:

Mobilize and strengthen citizens' movements, allies & other key stakeholders to confront power imbalance & unequal distribution of resources whilst countering the shrinking civic and political space.

Theory of change for strategic objective

AAITG has a strong conviction that poverty is because of the unequal distribution of power and resources. Duty bearers tend to defend their positions by frustrating the efforts of CSOs and citizens towards holding them accountable for ensuring the equal distribution of resources and addressing the power imbalance. With collective efforts,

mobilization and training, citizens would be able to mount up pressure on duty bearers and corporations towards ensuring equal distribution of power and resources whilst ensuring economic and climate justice for PLIP and exclusion.

Key interventions

- International level interventions
 - Work with other countries towards addressing the shrinking political and civic space.
- National level interventions
 - Mobilize and strengthen CSOs and citizen movements to confront unjust actions and inaction by duty bearers.
 - Strengthen the capacities of CSOs on feminist leadership, networking, advocacy and lobbying for pro-poor policies and interventions.
 - Strengthen the collaboration with alliances and movements to advocate for accountable governance and protection of the civic space.
 - Popularize the "Access to Information Act" to enhance transparency and accountability.
 - To foster collaboration and build capacity of government to strengthen the political and the civic space.

Strategic objective 9:

Recognize and value unpaid care and domestic work undertaken by women whilst advocating for responsive pro-poor social protection policies for PLIP.

Theory of change for strategic objective

Women's unpaid care and domestic work have been undervalued, which continues to increase their vulnerability and pushes them deeper and deeper into poverty and exclusion. This calls for a need to change the status quo. AAITG will work along with communities, partner CSOs and governments to create understanding and appreciation of women's unpaid care and domestic work whilst lobbying for the institution of pro-poor social protection policies and programs.

Key interventions

- International level interventions
 - Work with other countries on promoting the recognition of women's unpaid care and domestic work and the institution of pro-poor social protection policies.
- National level interventions
 - Campaign for the provision of responsive public services and infrastructure and facilities by duty bearers to enhance safety and security and reduce drudgery on women and girls.
 - Support the provision of labor-saving devices to reduce drudgery on women and empower women and mitigate GBV.
 - Sensitization and engagement of communities to arouse their understanding, appreciation and contribution towards the unpaid care work done by women.

Create awareness of the misconceptions around gender roles and responsibilities targeting parents, children, young people, teachers, and other care givers.

Create opportunities for women to participate in other productive work/income generating activities towards increasing their economic independence.

Advocate for the creation of a social safety net for women.



Diagram showing the 3 strategic Priorities and their 9 strategic objectives



Country Strategy Paper (CSP-VI)

9. Organizational Priorities (OPs)

OP1: A competitive organization with an effective, efficient, motivated & agile workforce

AAITG banking on its decades of rootedness in communities and The Gambia as a whole, will strive to remain competitive, attracting the best caliber of staff (qualified, well experienced, and well-motivated staff). AAITG will continue to embed the feminist principles in its recruitment processes both at the governance and management levels and at the same time remain sensitive to the needs of female staff. To remain cost-effective, AAITG will strive to have a staffing structure fit for purpose at the headquarters whilst reinforcing its staffing levels in the LRPs for increased performance and quality program delivery.

To curb the high staff turnover experienced in the previous strategy period, AAITG will further strengthen its exit interviews for the leaving staff to help gauge their perceptions on reasons behind their departure and to learn from such as well. As a way of motivating and ensuring staff retention, AAITG will continue to implement the existing staff welfare schemes like health insurance and the payment of the 13th month salary for staff whilst creating opportunities for study leave and/or secondment opportunities depending on the need and availability of funds. Staff climate surveys will also be conducted along with annual staff appraisals to provide opportunities for staff to critically review their performance in relation to their jobs, determine

their weaknesses, point out issues of concern and to create the possibility of exploring staff capacity enhancement initiatives.

Bi-annual staff retreats will be held to create avenues for staff to have free and safe space to discuss their work, the organization, and any other issues of concern for management's attention and action. This will further boost the spirit of transparency, accountability, and freedom of expression that AAITG preaches as a rights-based organization. Staff retreats can also be used as forums for reinforcing staff understanding of key organizational policies e.g. the assurance/safe-guarding policies to ensure compliance by all.

OP2: Vigorous resource mobilization for effective & efficient program delivery

As we encounter increasing obstacles in financing our programs, including donor fatigue, shifting priorities, financial crises, and intense competition for resources, we must become more flexible and innovative in our fundraising approach. Information technology will play a key role in helping us achieve this goal. By leveraging the right IT tools and techniques, AAITG will strive to raise its profile and visibility, reposition itself as a strategic partner, and attract funding for specific project proposals and concept notes. We will also harness the power of social media to explore opportunities for securing fundraising investments from a variety of international and national sources. These funds will be used to increase the visibility of our work and improve the lives and livelihoods of the people we serve. Our fundraising drive will be supported with effective communication and M&E processes to capture results of interventions in the form of documentaries, reports etc. to support effective resource mobilization.

To diversify our funding sources, AAITG will strategically invest in institutional fundraising. This involves being more innovative and less reliant on regular giving income. Therefore, AAITG will develop marketed proposals to potential donors, respond to calls for proposals within the donor community, and build relationships with diaspora, trusts, foundations, and multilateral and bilateral institutions.

In as much as our regular giving is gradually shrinking within AAI as a federation, AAITG will however, ensure effective and efficient servicing of our current supporter base whilst we strive to significantly reduce the number of sponsored children we are losing through migration. This will be enhanced through thorough sensitization programs on CS coupled with timely child message collection and creation of effective links with our valued supporters.

AAITG will establish links with potential funding Affiliates to identify and explore opportunities for acquiring funds for our project implementation. This will not only help in creating a platform for skills transfer and capacity-building training but will also aid in coordinating multi-country initiatives within the sub-region, the continent and with funding Affiliates. It will also explore and tap into various sources of funding, such as grants, private-sector partnerships, philanthropic donations, and international aid. It is also crucial to build strong relationships with stakeholders like government agencies, donors, corporate partners, and community members.

AAITG will also carry out a donor scoping exercise to get information about potential donors, their strategic areas of focus/priorities, over what time frame among others.



OP3: Leverage innovations and technology for improved work & visibility

AAITG is strategically emphasizing the use of technology and innovations to improve organizational effectiveness in CSP-VI. The new CSP seeks to encourage staff and workers towards greater efficiency, collaboration, and optimal impact. To facilitate communication and information access, AAITG will feature a live database that acts as a central repository. This initiative is designed to empower staff with real-time data, enabling informed decision-making and fostering a more agile response to emerging challenges. To harness the vast potential of social media in advancing AAITG's mission, the organization will strategically utilize platforms such as Facebook, Twitter, Instagram, and LinkedIn. This novel approach seeks not only to enhance the organization's visibility but to also facilitate dynamic interactions with a broader audience and the public at large.

Staff training on content creation will be a pivotal component, ensuring that team members possess the skills necessary to craft compelling narratives that effectively communicate the organization's goals and achievements. In addition, strategic partnerships will be established with influential figures, including artists, celebrities, drama groups, and traditional communicators to increase our visibility and prospects for fundraising. AAITG will also prioritize investing in research initiatives and publishing such research findings as part of its commitment to knowledge creation and dissemination for policy influencing. Another effective means of advocacy and engagement that will be implemented is visual storytelling in compelling documentaries. These documentaries hope to inspire empathy and encourage support by demonstrating the real-world effects of AAITG's work. This initiative acknowledges the power of visual narratives in shaping perceptions and mobilizing resources for the organization's mission.

To improve internal communications and collaboration, AAITG will encourage staff members to utilize OneDrive and SharePoint efficiently. These tools will make it easier to manage documents securely and centrally, which will optimize processes and guarantee that essential information is always available to the relevant stakeholders.

OP4: Inclusive & vibrant governance structures & systems

AAITG will continue to strengthen its governance structures and systems towards ensuring effective oversight across the organization.

In this regard, AAITG will ensure to have in place a well representative/all-inclusive governance structures at the level of the GA and the Board with strict gender considerations. As our primary constituencies and towards fulfilling our accountability requirements, we will endeavor to have a good and fair representation of PLIP in both the GA and Board. We believe that effective and efficient governance is critical to the well-being of our work thus promoting an inclusive GA and Board consisting of members with diverse backgrounds, skills, experiences, job functions and expertise whilst promoting feminist leadership in all our governance processes will be assured for the strategy period. Given that youth are the key drivers of change, their representation will be encouraged at both the Board and GA levels.

Our governance systems and structures will therefore be continuously reviewed and adjusted accordingly towards ensuring that our policies, systems, and processes as well as the services we offer are responsive to the changing contexts. AAITG will therefore, continue to train and build the capacity of its Board and GA members through embarking on regular self-assessments, effective due diligence, and transition processes as well as Board retreats. There will be orientation programs on feminist leadership, HRBA, ALPS processes, AA programming tools and other development approaches. We will also endeavor to improve our communications within and between the governance structures and management whilst strengthening the functions/roles of the GA and Board in institutional fundraising and policy influencing. Both internal and external audit exercises will be carried out regularly and reports shared directly with the Board through the Finance and Audit committee for engagement with management.

OP5: Ensuring compliance, accountability & documenting our impact.

AAITG shall ensure to deliver quality programs, promote compliance, and strengthen internal control, accountability, and knowledge management. Overall, the existence of a strong M&E system will contribute to promoting and ensuring compliance with the organizational standards and policies aimed at improving quality controls and increasing our accountability to donors, partners, and communities we continue to serve. Therefore, AAITG will be more committed to embracing digital transformation and innovation in running a vibrant M&E system to achieve outcomes, results, and impact in this 5-year strategy period. AAITG will endeavor to invest in a digitally inclined M&E system that promotes learning and ensures compliance, and accountability and promotes quality program standards and delivery. AAITG will strive to institutionalize a strong Monitoring, Evaluation, Accountability and Learning culture that is fit for purpose and responsive to the needs of the organization. This requires us to have a strong and reliable M&E database and system that can store, collect, analyze data, and generate reports.

Our M&E approaches/methodologies will be people-centered, depicting value for money, and contributing to documenting the impact of our work. Thus, AAITG will invest in strengthening the technical capacities of staff and partners and systems to deliver quality M&E at all levels by ensuring a critical mass of people across different teams, with the required skills to deliver on our M&E and reporting processes.

An M&E framework and M&E plan will be developed as part of the new strategy. Regular quarterly monitoring field visits will be conducted by the M&E Manager, Internal Audit Manager and SMT to monitor and assess the impact of AAITG's work at different intervention sites. In addition, quarterly

program reviews and meetings will be conducted with implementing partners as well as regular annual PRRPs towards fulfilling our accountability requirements to the PLIP and partners and at the same time encouraging learning and sharing within and among staff, communities, and key partners.

OP6: Establish, strengthen, and promote effective partnership/alliance building for quality program delivery.

AAITG strongly believes in and practices effective and reliable partnership and alliance building to make a dent in its advocacy and policy influencing campaigns. Therefore, during this strategic period, we will build partnerships and alliances based on mutual understanding with like-minded institutions, with strong governance & fiscal management systems and establishing clear roles and responsibilities through strong and dynamic MOUs and Contract Agreements depending on the type of engagements. We will conduct Joint assessments with our partners/allies to gather evidence-based information for effective campaigning and advocacy to influence and/or change unfavorable laws and policies for PLIP and exclusion. Our actions will be supported by developing and selling out Joint proposals that are marketable to support our work as a dynamic and responsive organization to the needs of PLIP and exclusion, our primary constituencies.

Our implementing partners will be equally supported to implement their programs and activities whilst we conduct joint monitoring and evaluation exercises to ensure quality program delivery and increased performance. AAITG will also be quite agile and vigilant to respond to changing contexts whilst avoiding exorbitant overhead costs which might be financially unsustainable. AAITG will also take advantage of working alongside with global and federation wide Networks of Certified Service Providers on global campaign platforms. Our model will also encompass partnership performance reviews accompanied by intensive training programs towards constantly engaging our partners for effective and efficient program deliveries.

OP7: Efficient and effective fiscal management system

AAITG like other CSOs operate in a changing and competitive environment hence the need to maintain efficient and effective use of resources to achieve our objectives and fulfill our commitments to our Rights holders; thereby remaining accountable. To achieve this, we must consolidate and further invest in robust financial systems that maintains the respect of Funding Affiliates (FAs), our supporters, key funding partners, implementing partners and communities to position us better and in ensuring long-term financial sustainability. For the strategy period, we will maintain and further strengthen our robust financial systems and procedures, guided by principles of consistency, viability, stewardship, and accounting standards which underlie sound fiscal management along with strong and vibrant internal controls mechanisms to mitigate risks. This will help safeguard our reputation, assets and manage any internal risks. We will continue to train our finance staff in AA programming whilst providing finance training for non-finance staff as well. Our Local Financial Management Policies and Procedures Manual will be reviewed and realigned accordingly with that of AAI and our partner CBOs will be equally supported to develop their own Financial Management Policies and procedures that are in sync with ours. In the same vein and with a view to enhancing our accountability, our Audit Reports will be shared

with relevant staff, partners and key stakeholders to enhance their understanding and reduce the occurrence of audit queries.

10 Resource Mix

10.1 Funding streams

CSP-VI will be resourced through adhering to the AAI resource allocation principles including compliance with the Resource Allocation Framework (RAF), Dual citizenship and an increased commitment to securing resources for investment across the federation.

10.1.1 Child Sponsorship

For the strategy period AAITG will strive to effectively maintain and strengthen support to existing markets whilst exploring new and emerging markets for possible expansion. AAITG will strive to grow regular giving income faster whilst recognizing the need for more unrestricted income. New forms of unrestricted regular giving income will be explored and developed during the strategy period.

Child sponsorship will continue to be part of AAITG's funding mix. Sponsored children will be meaningfully engaged throughout the strategy period by the creation of effective links with proper servicing, generation and regular sharing of impactful child messages towards satisfying our esteem supporters.

10.1.2 Institutional Funding

AAITG will engage socially and environmentally oriented business partners upholding human rights and with shared visions to boost its institutional funding base. Our engagements with trusts, major donors and foundations will be intensified whilst maximizing untapped potentials in markets where AA has a presence and philanthropic giving is growing (within and beyond The Gambia as a country).

AAITG will engage in intensive institutional fundraising events including but not limited to the organization of fundraising dinners, rigorous donor scoping, development, and marketing of convincing project proposals along with effective contract management.

We shall remain open, adaptive and innovative in responding to the changing institutional funding context. Program-led funding will be our major commitment in this area whilst at the same time ensuring the application of effective and proper cost recovery measures. AAITG will endeavor to effectively communicate the contributions of its programs towards achieving social justice, gender equality and poverty eradication.

10.2 Financial projections for the strategy period (2024 – 2028) -

Category	2024	2025	2026	2027	2028
Regular Giving- GBP'000					
Next Step/General Fund	118	3	3	4	4
CS UK	312	290	261	274	288
CS Italy	613	643	675	742	816
BS Italy	317	312	312	327	344
Sub-total	1,360	1,248	1,251	1,347	1,452
Institutional income-GBP'000					
Global Fund	1,195	1,079	1,211	1,500	1,700
UNFPA GPI	46	48	48	343	343
UNFPA PBF	643	643	643	643	643
EU	663	600	600	600	600
Others	429	450	450	450	450
Sub-total	2,976	2,820	2,952	3,536	3,736
Total income	4,336	4,068	4,203	4,883	5,188
Expenditure					
Direct program cost	3,689	3,429	3,775	4,223	4,491
Fundraising cost	125	149	165	177	185
Support cost	304	319	335	351	367
Governance	25	29	35	39	44
Total Expenditure	4,143	3,926	4,310	4,790	5,087
Surplus/reserves	193	142	107	93	101



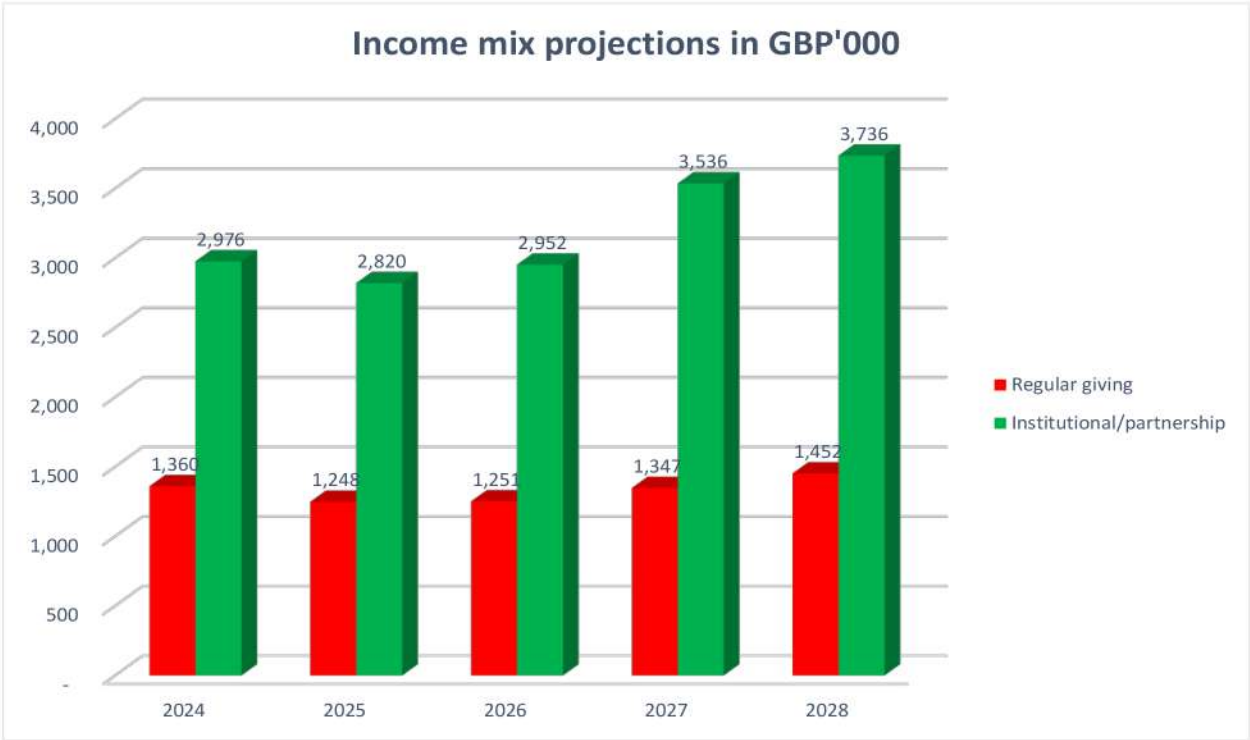
Summary of Income, Expenditure, and reserve

As at the end of 2023, institutional/partnership income accounted for more than 50% of AAITG's total income portfolio. During the life of CSP VI, an average income mix of 30:70 is expected for regular giving and Institutional/ partnership income respectively based on the above income projections. This anticipated trend is on the path to greater sustainability and is in line with the long-term finance and fundraising strategy.

The year 2023 actual income was used as the base year for the 5-year CSP VI income projections. The projections assumed that institutional/partnership income will continue to grow despite the current challenges in the funding landscape and based on current approved grants with institutional donors that extends to a maximum of three years and subsequent renewals of the grants based on satisfactory performance. The basis for the estimation of other partnership income is on the current efforts being made in building relationships with philanthropic donors which could yield benefits during the life of the CSP, thus increasing partnership income. Income shall be monitored regularly against plans.

Expenditure includes all direct and indirect costs of implementing program activities to deliver strategy VI over the next five years. During the strategy period, the resource allocation framework (RAF) benchmark shall be used to gauge expenditure performance. The projected program expenditure for the next five years will average 88% of total expenditure which is within the program target of > 65%.

Regular monitoring of reserves at all levels and compliance with the reserves policy shall be a key performance indicator during the strategy implementation period as maintaining sufficient reserves is a measure for long term financial sustainability.



RISK MATRIX

Risk categories	Impact (H/M/L)	Probability	Risk Owner	Current action/policies	Planned actions	Residual risk (H/M/L)
Strategic Priority1: Recognition, Promotion, Protection & Fulfillment of rights of PLIP & Exclusion (men, women, girls, youth, PLHIVs and PWDs).						
Patriarchy & Social Inequality, Socio-cultural beliefs, and practice - Weak enforcement of the laws & policies (legal framework) - Repealing of Laws that are protecting women and girls. - Prevalence of Stigma and discrimination against PLHIV & PWDs	H	H	HOPP	The Legal/ policy environment in some cases guarantees the protection of all citizen rights, however, some need improvement with effective enforcement. Development of new policies, advocacy and awareness creation is ongoing. -Anti-stigma and discrimination campaigns	Continue campaign and advocate for gender equality and women empowerment through the HRBA. Advocacy on the rights and inclusion of PLIP (Women, girls, youth, PLHIV and PWDs). Work with male feminist champions and Engagement with NAMs and other relevant policy makers to safeguard the laws protecting Women & Girls Provision of social-safety support to PLIP & PWDs	M
Strategic Priority2: Mobilize, promote, and enhance women & youth-led interventions in anticipation, preparedness, and response to disaster, whilst building their resilience to the impact of climate change/variability, and environmental degradation.						
-Increased occurrence of climate induced disasters and pandemics. -Shrinking Economic opportunities &	H	H	HOPP	The existence of national institutions, policies and programmes for improved climate change	-Strengthening coordination and partnership with stakeholders	M

/Availability of resources				adaptation, mitigation, and disaster risk reduction.	Intensify our Climate Justice Campaigns -Capacity building on climate change and DRR.	
Strategic Priority3: Good Governance (Democratic, Accountable, Transparent & Responsive structures, institutions, and policies) for equal distribution of Power and Resources						
-Inadequate Political will - Weak Institutional Capacities -Inadequate accountability measures	H	H	HOPP	Existing Policies on Institutional /Civil Service Reform in progress. Existence of Anti-Corruption Bill Ongoing engagements between Policy makers and Rightsholders.	Continue the Advocacy on Good governance principles and Accountability. Advocacy for the implementation of commission reports	L
Peace and insecurity Challenges	H	H	HOPP	Conflict and development Analysis (CDA) Reports in placed. Ongoing Peace building programmes Ongoing national and community dialogues on peace and security	Continue to support peace building programmes at community and national level. Strengthen awareness creation on Civil rights and responsibilities. Promotion of inclusion of women and youth in civic space to enhance social cohesion	M
Inadequate Funding - Global decline of development funding Decline in Regular Giving	H	M	ED	CSP in place Increased resource mobilization efforts (proposal	Develop and implement a vigorous Fundraising Strategy Eg. Donor mapping, Partnership building	L
				writing, strengthening partners and identifying new partners)	Strengthen internal fundraising capacity (Staff & System)	
Staff attrition	M	M	ED/ HoHROD	Staff appraisal Staff motivation packages in place	Continue to improve staff motivation packages	L



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