



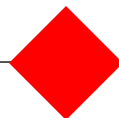
**Strengthening Women's Economic Initiatives**  
OVERALL OBJECTIVE  
To enhance Women's Economic Empowerment and Participation.  
SPECIFIC OBJECTIVE  
To increase Women's access and control over productive resources.

**2018**  
**Annual Report**

**ActionAid International The Gambia (AAITG)**

**2018**

**Annual Report**



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## LIST OF ABBREVIATIONS

<b>AAI</b>	ActionAid International
<b>AAITG</b>	ActionAid International the Gambia
<b>AAS</b>	ActionAid Senegal
<b>ACHPR</b>	African Charter for Human and People Rights
<b>ACTIVISTA</b>	ActionAid Youth Network
<b>AER</b>	Agro-Ecology and Resilience
<b>BReS</b>	BuildingResilienceFor Social Justice
<b>CRC</b>	Constitutional Review Commission
<b>CRSA</b>	Climate Resilience Sustainable Agriculture
<b>CPA</b>	Child Protection Alliance
<b>CSOs</b>	Civil Society Organisations
<b>CRS</b>	Catholic Relief Service
<b>CSP</b>	Country Strategy Paper
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FAWEGAM</b>	Foundation of African Women Educationists Gambia Chapter
<b>FGM</b>	Female Genital Mutilation
<b>FLAG</b>	Female Lawyers Association Gambia
<b>FSW</b>	Female Sex Worker
<b>GA</b>	General Assembly
<b>GAG</b>	Gender Action Group
<b>GBV</b>	Gender Based Violence
<b>GFPA</b>	Gambia Family Planning Association
<b>GAMNASS</b>	Gambia Network of Support Societies
<b>GRPS</b>	Gender Responsive Public Services
<b>GS</b>	Global Secretariat
<b>HOC</b>	Hands-on Care

<b>HRBA</b>	Human Rights Based Approach
<b>HROD</b>	Human Resource and Organizational Development
<b>LRP s</b>	Local Rights Programmes
<b>MDFT</b>	Multi-Disciplinary Facilitation Team
<b>MUTAPOLA</b>	Network of Women and Girls Living with or affected by HIV&AIDS
<b>MFDI</b>	Multi-Faceted Dispenser Team
<b>NAFS</b>	National Alliance for Food Security
<b>NAS</b>	National AIDS Secretariat
<b>NDMA</b>	National Disaster Management Agency
<b>NGBV</b>	Network against Gender Based Violence
<b>NYC</b>	National Youth Council
<b>OVC</b>	Orphans and Vulnerable Children
<b>PLIHIV</b>	People Living with HIV
<b>PRRP</b>	Participatory Review and Reflection Processes
<b>PRS</b>	Promoting Rights in Schools
<b>TANGO</b>	The Association of Non-Governmental Organizations
<b>UNAIDS</b>	United Nation Programme on AIDS
<b>UNCRC</b>	United Nation Convention on the Right of Women and Children
<b>UNDP</b>	United Nation Development Programme
<b>UNICEF</b>	United Nation International Children Fund
<b>WHO</b>	World Health Organization
<b>WVTG</b>	World View the Gambia

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## BOARD CHAIR'S REFLECTION

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**Ousman Cham, AATG Board Chair**

The year 2018 marked the second year of the New Gambia under the coalition government and the political parties and the public have started asking if the government will step down at the end of the third year, 2019 as promised in their 2016 campaign. Judging from the rising political tension, even within the coalition government, I foresee pressure mounting on the government to hand over at the end of 2019, the third year.

In addition to the political wrangling, I would like to point out the issue of conflict around land mainly because it is on the increase across the country. In some instances, clashes between communities have resulted in loss of lives. I foresee the scramble for land to remain a major issue for The Gambia in the coming years

because as the population increases the demand for land will also go up. Land being a very critical resource in the lives and livelihoods of the smallholder farmers who constitute the bulk of the people ActionAid works with, we must pay attention to how land is allocated.

Given the open political and civic space currently existing, ActionAid will be encouraged and supported to work closely with other CSOs in the country to continue to engage with key duty bearers to help in ensuring accountability and the rule of law. We should never for a moment assume that the space will always remain open. We need collective efforts by all CSOs to constantly monitor and push back in order to keep the political and civic space conducive.

I would therefore like to take this opportunity to thank the Board for their strong commitment to the cause of AAITG. The support and encouragement given to AAITG management over the years have been exemplary. I would like to renew my call to the Board to give more in the interest of the children, women, youths and people of The Gambia.

My thanks and appreciation also go to AAITG staff for their determination and confidence. To the GS, I say thank you for your unflinching support to AAITG, particularly during the financial crisis. The Regional team must be commended for being there when we needed them. Your support as a federation has given us the political will and necessary confidence to keep moving even during difficult moments.

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## FROM THE DIRECTOR'S DESK

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**Omar Badji,  
AATG Executive Director**

The national operational context has improved significantly in the past two years with regards freedom of speech, association and assembly. It is indeed gratifying that CSOs at national level have started mobilizing each other with a view to engaging with the government to ensure good governance and the rule of law continue to prevail. Given the open space and the good will of the new administration, it is incumbent on us as CSOs to continuously monitor, engage and push back where necessary in order to keep the civic space conducive at all times. Respect for human rights and the timely dispensation of justice

can only happen within an environment where the rule of law prevails. Without constant pressure from CSOs and other stakeholders, the political and civic space can gradually close with far reaching consequences on the women, children and vulnerable people of the country.

After about two years of tough decisions to curb a financial challenge faced by AATG, we are finally getting disentangled from the issue. The crisis has taken a toll on AATG in many respects. Our engagement with national and international processes was curtailed and the staff level has been kept at a bare minimum just to keep us going. However, with strict measures taken by management and sacrifices by staff, we are gradually getting out of the problem. A sustainability plan developed with the support of the Board and GS Regional Office, has been an extremely helpful guide in our drive to sustainably resolve the issue. I am therefore happy that as a result of the various painful decisions taken, we ended the year with a surplus which we have to draw down in 2019 to invest in our programme work.

I am happy that our fundraising efforts are paying some dividends. We will therefore continue to explore more opportunities to generate the resources needed for the implementation of our CSP V and for maximum engagement international processes.

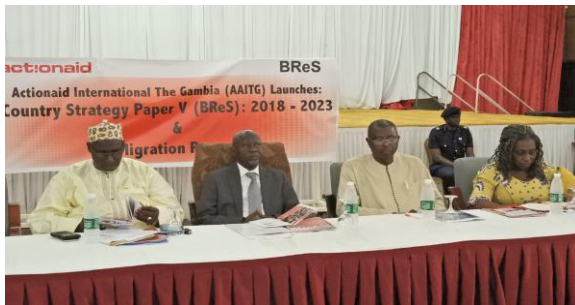
I would like to take this opportunity to express management's appreciation for the invaluable support rendered by the Board and GS. Our confidence in dealing with difficult situations has been boosted by the continuous encouragement and assurance given by the Board with technical backup by the Regional Office. The Board has provided oversight support to ensure that the space is created for management to take independent decisions guided by the strategy and policies.





## SECTION 1: Background Information

As a Non-Governmental Organization (NGO) operating in the Gambia, AAITG is required by law to present its annual report to appropriate sectors as well as other partners and communities. This requirement is also in line with ActionAid Federation's values of accountability of members to communities where they operate. This report therefore represents the true records of the overall performance and engagements by AAITG during the twelve-month period ending on the 31<sup>st</sup> December 2018. It contains a detailed analysis of performance at all levels including engagements with partners, key achievements, challenges and lessons learnt.



**BReS launching**

As the first-year performance report for CSPV, **#BuildingResilienceFor Social Justice (BReS)**, the outline of this report is presented in four sections but fully aligned to the reporting requirement of strategy as follows:

- ❖ Section one, background introduction covering vision, mission, identity, theory of change, partnership model and interventions areas
- ❖ Section two: looks at key approaches, actions taken, and key performance areas measured for each of the three Programme Ambitions
- ❖ Section Three: covers updates on each of the six organizational implications namely; diversification and improvement of our fund Portfolio, efficient and effective financial management systems, quality assurance and M&E systems, create a sound organizational structure and a strong team
- ❖ Section four covers, key challenges, lessons learnt, conclusion and recommendations.

Through the implementation of this new strategy, BReS for the period 2018 to 2023, AAITG has renewed its total commitments to achieve poverty eradication, social justice and gender equality in The Gambia. These will be achieved through working with partners on interventions that are categorized under three main programming areas called Program Ambitions (PAs).

The PAs are: 1 Build a society with empowered women, youth and children that is free of violence and injustice; 2 Achieve quality, gender-responsive public services, transparent and accountable public resource mobilization and management by government; and 3 Secure resilience of communities to climate change and attain food security, climate justice and comprehensive disaster prevention through the agency of people living in poverty.

In 2018 AAITG was experiencing a huge financial challenge which warranted the agency to conduct a massive staff redundancy leading to loss of several key staff and significant reduction in programme scope to ensure viability of the organisation in medium and long term. The outcome of this exercise had a significant ramification on staff capacity and programme performance thereby making it difficult to achieve the initial CSP targets for the period marking the

first year of the new strategy implementation. Areas of program, policy and campaign work remained unchanged and thus continued to be focused on challenging negative cultural and traditional beliefs and practices, patriarchy, FGM, early or forced marriage, land tenure systems with focus on women's access and ownership and control over land and other natural resources. We have also continued to work on gender-responsive public service provision, transparent and accountable public resource management such as in Education, Health specifically HIV&AIDS, Sexual and Reproductive Health Rights (SRHR) as well as strengthening Expanded Programme on Immunization through digitalizing child health registers using smart paper technology. Our Engagements in pursuance to combating climate change through climate resilience and sustainable agriculture, food security and sovereignty continues to gain momentum during the year. All interventions were implemented within the framework of HRBA pillars: Empowerment, Solidarity, Campaigns and Credible & Sustainable Alternatives/Livelihood continued to be key reference points for all interventions.

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## OUR VISION

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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.

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## OUR MISSION

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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.

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## OUR VALUES

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- ❖ Mutual Respect
- ❖ Equity and Justice
- ❖ Integrity
- ❖ Solidarity with People Living in Poverty and Exclusion
- ❖ Courage of Conviction
- ❖ Independence and
- ❖ Humility

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## OUR THEORY OF CHANGE

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### How we believe change will happen

We believe that it is only through sustained actions by people who are directly affected by poverty, inequality and injustice at household, community and national levels that a Gambia which embraces equity and progress for all genders where, social-justice, and poverty eradication can be achieved. We are certain that the Active agency of PLIP is central in the fight against poverty and all forms of injustice. Therefore, the need to remain focused and rooted in communities, form solidarity with like-minded organizations such as social movements, coalition and networks especially of women and youth became central to our work. We also embarked on strengthening campaigns and advocacy through the mobilization of PLIP to exert pressure on duty bearers for structural changes by influencing policies in their favor throughout the country. We will be prepared to seize key moments for social transformation when they arise and hold duty bearers to account.

## OUR IDENTITY, PARTNERS AND LOCATION

AAITG is an affiliate member of ActionAid International (AAI) a Global Justice Federation working to achieve social justice, gender equality and poverty eradication. AAI operates in 45 countries across the Globe including The Gambia. Since its establishment in The Gambia forty (40) years ago, AAITG continued to further its rootedness in communities through long term programming in three Local Rights Programmes (LRPs) that currently covers 139 communities. These communities are located in Central River Region (CRR) and North Bank Region (NBR). Specifically, Niamina East, Niamina West, Niamina Dankunku and Upper Niimi districts.

Our target groups continue to be people living in poverty with a special focus on women, children, youth and other excluded persons. Using HRBA, we work with these groups, conscientize them on fundamental human rights with a view to enabling them lead on policy advocacy and campaigning, igniting demand for public services that respect, protect and fulfil their rights. We created partnership with apexes and Ecozones

at LRP levels, other CSOs, and vulnerable groups including young people, Rural Women Assembly and people living with HIV&AIDS etc. both at national and community levels. Evidences on these engagements indicated marked improvement in rights awareness and positive changes in lives and livelihood of people living in poverty especially that of women, children, youth, Female sex workers and other vulnerable groups. Due to the reduction in programme scope in 2018, the number of partners engaged during the period has also reduced. Effectively, we collaborated with a total of 17 organisations at all levels. These included Community Based Organisations (CBOs), Civil Society Organizations, International Non-Governmental Organisations (INGOs), UN partners like FAO, UNICEF and Government line ministries mainly Health, Education, Agriculture and Environment, (water resources, forestry, & climate change). We continued to operate in three LRPs as illustrated on the map below.

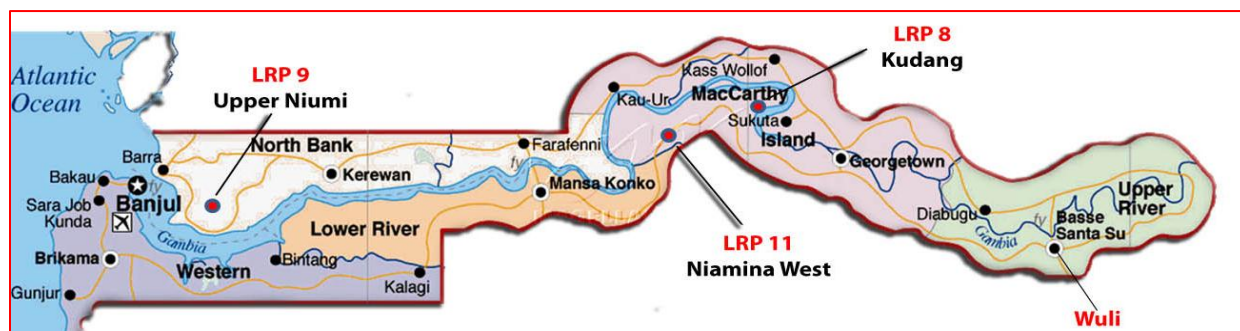


Figure 1: Map of The Gambia Showing location of LRPs

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## ORGANISATIONAL STRUCTURE

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**AATG General Assembly**

AAITG continues to operate a two-tier governance structure which comprises a General Assembly and National Board. The current membership in the General Assembly (GA) 23, (14 females and 9 males) whilst The National Board has 10 members (6 females & 4 males). Policies and strategies approved at the level of National Board and GA

are implemented by management team at the secretariat headed by the Executive Director (ED) with support from the Senior Management Team (SMT) and the wider members of staff. The management team consists of thirty-two (32) members of staff during the period, twenty-one (21) males and eleven (11) females.

## KEY HIGHLIGHTS OF THE REPORT

The launching of a new six-year strategy by the vice president of the Republic of Gambia. The strategy entitled #BuildingResilienceFor Social Justice (BRoS) is aimed at achieving poverty eradication, social justice and gender equality in the county by 2023. Key achievements during the year are:

**31,005 people of (17,248 female and 13,757 males) benefitted from our interventions including capacity building on human rights and economic empowerment trainings mostly women and youths.**



**16,650 people including young women and men, students, local authorities, and women leaders gained basic understanding of governance and accountability principles from our youth leadership and good governance engagements.**



**Successfully recorded 467 cases of violence against women and girls through the established sites across the country and used it as evidences for advocacy on Gender Based Violence (GBV).**



**4 cases of domestic violence were referred to a private legal practitioner for legal support. Two of the cases were successfully dealt with and the survivors were very happy with the outcomes while the other two are still being pursued in courts.**



**351 decision and policy makers including National Assembly Members, permanent Secretaries, Directors, governors, Seyfolu, Alkalolu, religious leaders, women groups leaders and youth group leaders were reached with advocacy messages on GBV throughout the country.**



**The launching of a three-year €333,000 project entitled Strengthening Women's Economic Initiatives to be implemented in the Southern Central River Region with funding from the EU.**



**AAITG was awarded a three-year project worth € 824,000 on Promoting Agro-Ecology and Eco Restoration funded by European Union for implementation in North Bank Region (Upper Nuimi, Jokadou, and Badibous District) and Central River Region South (Niamina East, West and Dankunku Districts)**



**Increased adoption of CRSA practices, 2,250 SHFs with 88% of women through Farmer Field School (FFS) Approach funded by FAO**



## SECTION 2: Key approaches, actions taken and key performance areas measured for each of the three Programme Ambitions.

Despite the funding challenges faced during the period, our engagements continue to be guided by HRBA. We have worked with partners with a view to raise critical awareness of people living in poverty to be conscious of their rights and power relations that undermine development.

The alliances we build during the period were based on common interest in a politically supportive relationship that cut across “areas” of struggle including patriarchy, gender-based violence, women's access and control over land, HIV&AIDs and health systems strengthening among others.

Our work with movements towards achieving a measurable political or social change through harnessing peoples' power by organizing, mobilizing and communicating



around a simple but powerful demand.

For example, youth participation and leadership in governance, fighting against irregular migration, Female Genital Mutilation (FGM) and climate change.

Through our partnership funding we have continued to build capacities of people living in poverty to take

innovative and sustained rights-based actions as alternatives to transform lives on sustainable and significant way. This included large and small ruminants support to small holder women farmers, equipped women's gardens with irrigation systems and cooling facility in a community as economic alternatives and mitigation of the impact of climate change on women.

### Programme Ambitions (PAs)

In addition to ensuring that our intervention is in line with HRBA pillars as indicated above, we have also categorised interventions under each of the three PAs in BR&S as summarized below:

## PROGRAMME AMBITION 1

The specific objective under PA 1 is to build a society with empowered women, youth and children that is free of violence and injustice. In collaboration with NGBV, we have during the period conducted series of activities summarized below:



## PROGRAMME AMBITION 1

Training for conducted for 35 media practitioners on social media including how to use a WordPress website and social media platforms such as Facebook, twitter and websites as tools in amplifying our voices as advocates of Gender Based Violence issues and women empowerment. As a result of the trainings some media houses e.g. Brikamaba and Basang community radios have now included women's right specific programmes in their programming and use of social media platforms in our campaign has also improved significantly.

We have conducted series of sensitizations for students and teachers on sexual violence, FGM and child marriage and the laws relating to them.

About 964 including 651 females and 313 males were directly reached mainly during the 16 days of activism. This activity included collection of voices and messages on concerns of students and school authorities on different forms of violence affecting children in schools. For example; unavailability of trained personnel on guidance and counselling in schools, access to justice for survivors of teenage pregnancy and the need for government to ensure teachers who sexually abuse, or impregnate students should be dismissed. This activity has created awareness among teachers and students on GBV enabling them to recognize and report cases as and when they occur.



These activities have contributed to the increase in the number of reported cases for violence across all service providers. Similarly, 45 participants comprising school authorities (teachers, SMCs, mother's clubs, pupils were trained on AAI's child protection policy & child rights as part of PRSs interventions in LRP.

The use of theatre performances as part of edutainment programmes to raise community consciousness about GBV, how to prevent and support survivors has been applied. These enabled targeted communities to obtain better understanding about GBV, service providers, available reporting mechanisms and the work of NGBV.

Nine (9) consultative meetings were held in provincial Gambia to engage women at the regional level on sexual and domestic violence issues affecting them. As part of the activity, voices of demands were collected from women on their concerns and presented to the National Assembly (NA), concerned Ministries and Departments for redress. Key among the demands were: high cost of health services; the protractive nature of judicial processes, the related costs and inadequate confidentiality; inadequate participation of women in decision making platforms; the psychological trauma they face due to GBV; as well as the need for government to allocate 50% of the

National Assembly seats to be contested only by women. These demands now constitute critical tools for our advocacy and campaign targeting NA and other government relevant sectors through the strategy period.

In relation to the post Kilimanjaro engagements at local, national and international levels, representatives of The Gambia Rural Women Assembly (RWA) were supported to participate in a dialogue meeting in Addis Ababa, Ethiopia and Abuja, Nigeria on women's land rights, women's access and control over land and natural resources within the African Union and ECOWAS member countries. The event provided the participants a rare opportunity to engage leaders at both levels (AU & ECOWAS) on women's role in agriculture and how that is undermined by laws that restrict their access and control over land and natural resources and consequently on food security.



Following this event, The Gambia RWA was formerly launched together with its regional chapters. It is now responsible, as a platform in The Gambia, to engage in policy and advocacy work on behalf of smallholder women farmers throughout the country. Similarly, AAITG supported six (6) smallholder women farmers to participate in the annual trade fair organized by the Gambia Chamber of Commerce and Industry (GCCl) at the independent stadium in Bakau. The event provided participants with the opportunity to create new markets and network with others at the national and international levels.

With funding from EU under Strengthening Women's Economic Initiatives, our bimonthly interactive radio talk shows continued during the period with six (6) regular shows conducted at Brikamaba community radio reaching out to an estimated population of 80,000 with messages on GBV, women's land rights, women participation in leadership and decision making processes such as district tribunals, socio-economic empowerment of

women in relation to market access and value addition of women's products. Similarly, under the EU funded Children's Rights Project, AAITG also conducted series of talk shows on the National TV for policy discussion to create awareness of the general public to know about children's rights, the services available to support child victims of abuse and exploitation, and to whom or where to report child rights violations.

In strengthening women's economic initiatives and providing economic alternatives at community level, a couple of activities were conducted such as training of girls from the LRP communities on solar installation techniques, cooling centre for poultry farmers associations in Brikamaba, training on poultry management and feed production, provision of seed capital for entrepreneurship among 10 women previously trained on batik, tie/dye and soap making. These have evidently proven as a game changer for beneficiaries as in the case study.

## CASE STORY OF FATOU MBYE



“My name is Fatou Mbye and I live in Sinchu Alagie Village located in Niamina East District in the southern part of Central River Region. I am 32 years old and I'm married with 5 children - 2 boys and 3 girls.

Before receiving the skills training on tie and dye, batik and soap making, I was grappling with some difficulties because then I had no skills and I was not engaged in anything meaningful such as trade. I used to farm millet and groundnut, but the harvest was not sufficient due to the erratic rainfall. When I sell the harvest together with the little my husband gave me, I would manage with that even though it was not enough to meet our basic needs.

*In the first phase of the EU and ActionAid Project, I was among the lucky ones who were trained on soap making, tie and dye, and batik. Thank God, now I can do tie and die, and make soap to sell.*

*I thank EU and ActionAid because in this new project, they supported me with D15,000 (\$320) which I used to buy all the materials I needed. Previously I used to go to Kudang Village to use the table there to work. But with the money I was given, I was able to buy my own table and all other materials I need to work. I am benefiting from these skills and I'm making profit which I'm using to buy food for my family, as well as saving part of it. Currently I have D6,000 (\$128) in my credit union account and I have just finished making eight other tie and dye textiles. I also train other women on the skill so that they can also benefit from it with their families”.*





AAITG in partnership with MBOLO association is training 15 girls from LRP communities on the solar installation techniques with funding from European Union (EU). The training is scheduled for one year, six months and is due to end in July 2019. Upon graduation, they will be deployed to their respective communities to support women projects with solar installation and maintenance alongside other income generating activities such as food processing, preservation and storage, irrigation of women's gardens through solar system. The picture below shows girls at work.

The project was visited by EU parliamentarians during their mission to the Gambia in 2018. The EU law

makers were extremely happy about this project rating it as the best value addition to the sustainable skills development for youths especially girls in the Gambia. The team leader for the mission, pictured below said *"this is the best funded EU project I have seen in The Gambia during our mission"*



## PROGRAMME AMBITION 2

Our aspiration under PA2 is to achieve Quality, Gender-Responsive Public Services (GRPS), transparent and accountable public resource mobilization and management by government.



## PROGRAMME AMBITION 2

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Our aspiration under PA2 is to achieve Quality, Gender-Responsive Public Services (GRPS), transparent and accountable public resource mobilization and management by government.

In collaboration with ACTIVISA, we had during the period conducted dialogue and consensus building through caravan and community meetings country wide which energized youth to actively participate in the constitutional review process. As a result, a total of 16,650 people mainly young women and men, students, local authorities, and women leaders gained basic understanding of governance and accountability principles, and youth leadership.



The events also thrilled youth interest to participate in voting and governance of their communities across regions as indicated in the case story below:

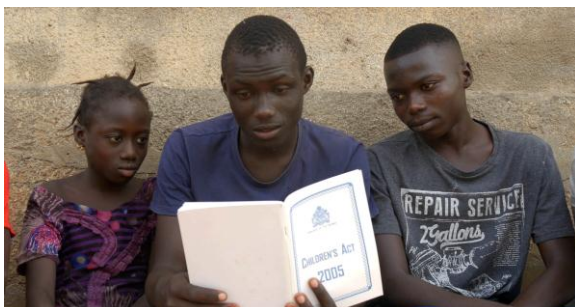
*Abdoulie Krubally, Youth Councilor, Banjul City Council 'my engagement with Activista has really built my capacity as a youth advocate. I have attended various training exercises with the network and have volunteered as the chairperson of the network at Banjul Chapter for years. The training I attended on good governance and accountability, contributed in increasing my understanding of democracy and youth political participation.*

*I got the inspiration from Activista through various engagements, to represent young people at council level, and these trainings are what shaped my dealings with colleagues, and I have also learnt a great deal of networking skills' and women at all levels''*

In addition to the above case study we have observed an increase in the number of youths (men and women) who listen to radio programmes on democracy because of our engagement. Many young men and women have expressed their views and opinions during the constitutional review consultations processes with demonstration of increased interest of young people in election processes. The pictures below illustrate some of the activities during the consultation process.



Under the EU funded project on child rights, a national consultative policy forum on children's rights was conducted at the National Assembly Auditorium with 81 persons in attendance.



The majority Leader, Hon Kebba K. Barrow said:

*"I wish to express my profound gratitude to ActionAid and the partners for implementing this action; more so the European Union for funding the project. However, I wish this was the first year of the action, a lot would have been achieved. It is with regret that this important training did not come earlier than now as it is a critical component of our mandate. Please kindly convey our gratitude to the EU and forward our intention of having more of this type of training transcend this rich information to our different constituencies".*







AAITG's youth network, ACTIVISA in collaboration with National Youth Council (NYC) conducted country wide constituency dialogues in all 53 constituencies with a message focusing on Constitution4Change. The dialogues targeted young men and women to provide them with information and the opportunity to participate in the constitutional review processes, collect their opinions, document them for submission to the National Constitutional Review Commission. As expected, young men and women have effectively expressed their views and opinions during the process, all of which have been submitted to CRC for consideration.

Other key advocacy engagements carried out under the EU funded Children Rights Project included sensitization of relevant government sectors and civil society staff on child rights. Fifty (50) participants, twenty-one (21 male, twenty-nine 29 female) participated drawn from the Police force, the military, Immigration, Ministry of Justice, Ministry of Education, Department of Social Welfare, Women's Bureau, Female Lawyers Association who attended the two meetings. During the engagements, legal instruments/documents such as the UNCRWC, ACHPR, Children's Act 2005, The Constitution of the Gambia which were used as reference materials were also given.

## PROGRAMME AMBITION 3

PA3 is aimed at strengthening resilience of communities to climate change to attain food security, climate justice and comprehensive disaster prevention through the agency of people living in poverty.



### PROGRAMME AMBITION 3

Under this PA, AAITG has secured a new project with funding from EU which will be implemented for a period of three years. Specifically, the project intends to promote job creation among women and youth in order to reduce food insecurity/malnutrition and provide viable alternatives to migration; scale up adaptive capacities of women and youth, their institutions and networks through Climate Resilient Sustainable Agriculture (CRSA) and eco-restoration.



The project aims to reach out to 32,137 people in 30 communities including direct beneficiaries of 1,860 women and youths, 15 Women and Youth groups and their networks; and 590 representatives of State Actors in Gambia Agro-

Ecology and Resilience Working Group.

As part of efforts towards promoting climate resilient sustainable agriculture (CRSA) AATG continued to collaboration with Multi-Disciplinary Facilitation Team (MDTF) in providing farmer extension support in the LRPs. A total of 1,122 (625 female; 497 male) smallholder farmers benefited from extension support on proper management and care of livestock; local chicken feed preparation; small ruminant rearing and management; post-harvest handling; proper seed selection, soil fertility maintenance; early warning systems: treatment and storage of seeds and cereals. We have also conducted training on women's rights in relation to access, ownership and control over land.



**Training women to make pesticide from neem tree leaves**

With support from EU under the Strengthening Women's Economic Initiative AAITG supported the fencing of three vegetable gardens with an estimated area of 10 hectares comprising three gardens in Kubanney, Sinchu Njugary and Sinchu Gundo villages. These gardens also benefited from irrigation support, construction of 23 concrete line wells, waiting sheds and sanitary facilities.



**Women fetching water from Sinchu Njugari Garden**

Over 200 women are currently benefiting with alternative sources of income from these gardens. Other benefits realized include improved nutrition in communities through balanced diet with ingredients from the gardens.



The extension support provided in the gardens enabled women to acquire knowledge and skills on garden management, crop spacing, nursery preparation and the use of compost manure as opposed to chemical fertilizer as well as bio pesticides application. Similarly, through the same EU project, the poultry farmer association were supported with a cooling house in Brikamaba which is meant to provide storage fertility for their products and easy access to the weekly market (lumo). Thirty(30) Members of this association were trained on poultry management and feed production.



## CASE STORY OF ADAMA SONKO

With M.A Cargil Foundation funded Agro-Ecology and Resilience Project, smallholder farmers in LRPs were supported in various self-initiative economic activities including horticultural gardening, animal husbandry and poultry production among others. One of the beneficiaries of the project from Mademba Kunda in Upper Nuimi District, NBR (LRP 9) narrated her experience as follows.



*“My name is Adama and I am 57 years old. I was given D30,000 by ActionAid to establish myself chosen poultry production business in my village. They also trained me on the management and production skills. After the training, I constructed the house, purchased 100 chicks, drinkers, feeders, 7 bags of feed, vaccines, vitamins and a weighing scale. After three months I started selling the chicks by which time they weighed an average of 2-2.5 kg each. I have involved my children in the business by training them on the basic skills they require to do (e.g. feeding, cleaning and general inspection). I keep records of my business and I realized D25,000 from*

*the sale of the first consignment of 100 chicks at D250 each. I did not experience any death from batch. I have since continued the business and am capable of training others. I have trained my own children to the extent that I can travel without worries of who will take care of the Poultry in my absence. I thank ActionAid for the help”*



**Sukai, Adama's daughter inspecting the poultry house**



**Adama's poultry**

## CASE STORY OF HOROJA NJIE

Similarly, 11 women who were trained on poultry, large and small ruminant production under the same project benefitted from a D30, 000.00 economic alternative support each during the period, Horoja Njie is one of them:



*"My name is Horoja Njie, I live in a village called Pakau Njogu, Upper Nuimi District, North Bank Region. I am married with 4 children (3 males & 1 female). I have benefited from fronding support from AAITG which I used to buy cattle. Prior to the support I was totally depending on smallholder farming which was from hand to mouth. When I was identified by my community to benefit from the support due to my inability to feed my family. Before I was given the funds, trained on*

*livestock production and management. From The D30,000 given me, bought a cow and some quality seed for my farm. Today I am a happy woman, because I have a cow which by God grace I will manage to produce and support my family. Me and my fellow beneficiaries now have something to rely on now. I thank to ActionAid for putting smile on our face".*

## **Our Contribution to Federation Collective priorities**

During the period under review, AAITG was represented in the civil and democratic space working groups meeting at MSTCDC in Arusha, Tanzania by HOPP. That meeting drafted the programme framework for civic participation and state accountability for the redistribution of resources and delivery of quality, gender-responsive public services.

We have also contributed to the drafting of a framework document that maps existing and proposed legislations in countries where AA operates in relation to Shrinking civic and democratic space. The document is intended to draw lessons from different contexts of shrinking space with a view to help ActionAid and partners to understand the dynamics and factors responsible for the context. The framework also helps ActionAid, partners and allies to strategize around how best to develop political, policy, judicial and civic strategies to challenge laws and policies contributing to shrinking of civic and democratic space at national level.

We have contributed in the mapping of global campaign through national research under IP1 which is aimed at mapping out women's rights issues to support advocacy and campaign GRBS; Gender Responsive Public services lead by GS.



Our M&E Specialist has also participated in the IHART mission to Bangladesh in November to participate in the conduct of a real time evaluation of the Rohingya response programme implemented by AA Bangladesh and partners. We have supported AA Senegal in various ways including staff recruitment and our Head of HROD is a member of the steering committee responsible for the overseeing the country programme whilst the recruitment of a CD was going on.

## SECTION 3: Organizational Implications

### Diversification and improvement of our fund Portfolio

The fundraising department suffered a significant setback during the period. Four staff members including the head of the department, manager supporter care and communication left the organization. As a result, the roles in the department were reassigned to the programme department.

Despite the challenges, fundraising has been intensified with some successes registered. A concept entitled Empowering Civil Society Organizations to mobilize Citizen Actions towards green economy and environment sustainability was submitted to EU country delegation. The other one is on promoting small-scale agricultural communities' resilience by enhanced Agro processing products using solar technology through empowering women.

Both concept notes were successful and AAITG has been invited to submitted full proposal in 2019.

A proposal was submitted to the Ministry of Basic and Secondary Education targeting out of school children in CRR. We currently await the outcome and will continue to follow through to 2019.

Our child sponsorship programme was able to maintain the available links and attrition rates within the normal ceiling through timely collection and submission of child massages, photo packs and welcome letters within their stipulated deadlines.

Despite the unavailability of full-time staff at communication, we have been able to continue to update our Facebook page with latest news or activities of the AAITG and partners as well as the production of few quarterly newsletters.

### Efficient and Effective Financial Management Systems

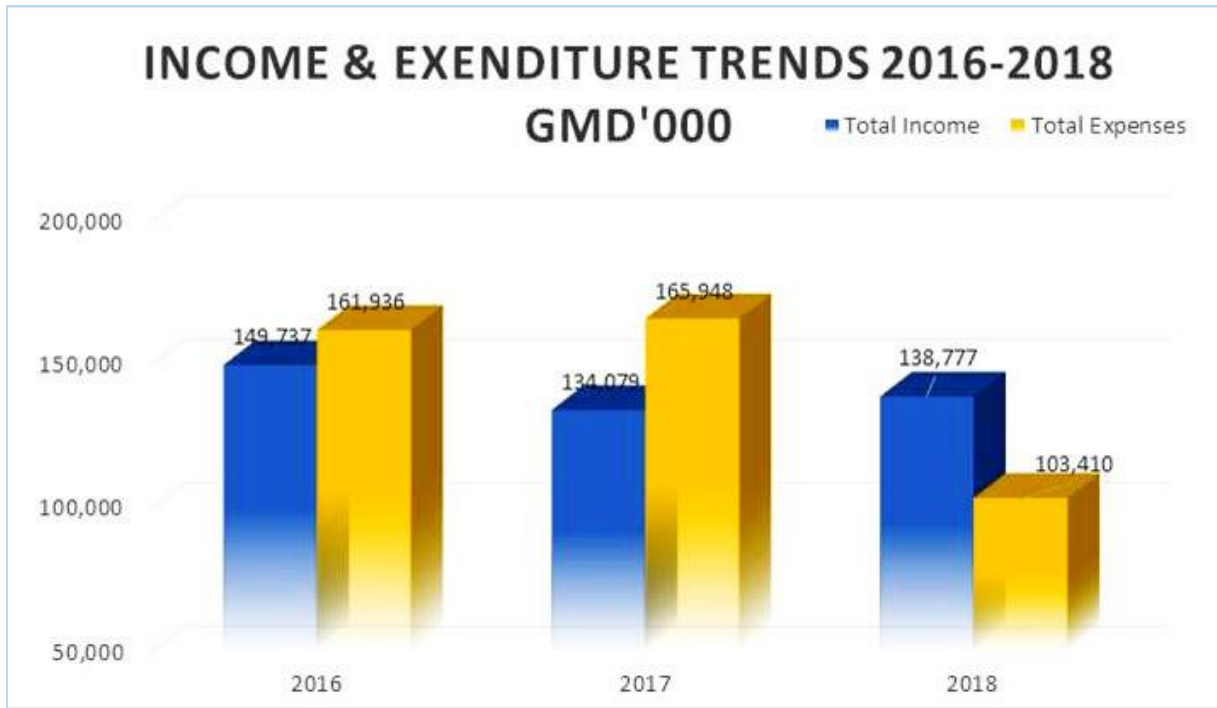
Maintaining an effective and efficient financial management system including ensuring financial integrity and accountability to all stakeholders continues to be of greater importance to AAITG.

### Financial Performance

Significant highlights relating to the financial performance of AAITG for the year ended 31<sup>st</sup> December 2018 are summarized in page 33.



## INCOME AND EXPENDITURE TRENDS 2016, 2017 AND 2018



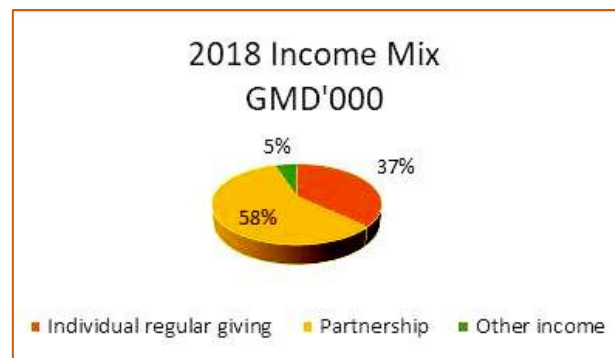
### Income and expenditure trends 2016, 2017 and 2018

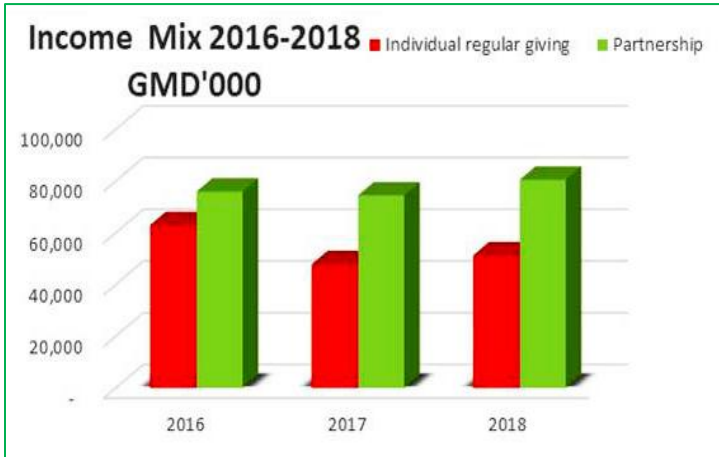
Total income received for the year totaled D 139 million (against a budgeted income of D100.3 million), representing a 3.5% increase from the income of D 134 million in 2017. The increase in income was mainly

due to 8% increase in partnership income. Total expenditure for the year 2018 stood at D 103 million compared to D 166 million in 2017. This was represented by 81% on grants and direct project costs, 10% on support costs, 7% on fundraising and 2% on governance.

### Income mix (CS and partnership) analysis

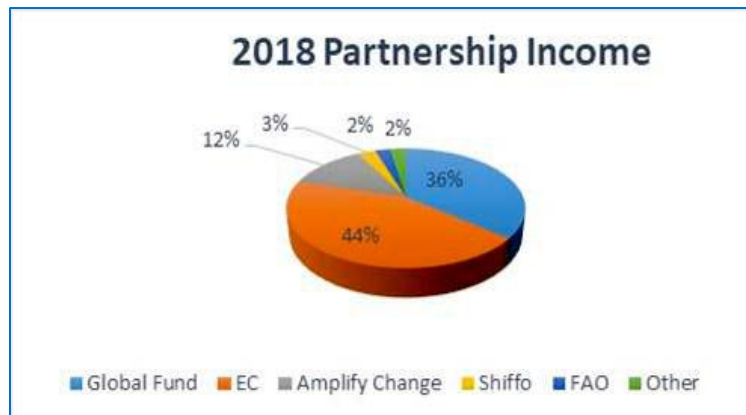
Institutional fundraising which directs to long term sustainability shall continue to be a priority for AAITG. As at end December 2018, partnership income accounted for 58% (GMD 80 million) of total income compared to 56% in 2017 (GMD 74 million).





Regular giving income continue to decline due to next step derestriction of income by ActionAid International. However, despite the decline in regular giving income, efforts in institutional fundraising are being realized as evidenced below, due mainly to injection of more efforts into fundraising, the good track record of AAITG in implementing donor funded projects and maintaining good donor relationship.

Global Fund and EC remain as strategic partners of AAITG and together represented 80% of total partnership income received in 2018.



## Quality Assurance and M&E Systems

We have during the period reviewed and updated organizational risk register regularly. Both routine internal audits and annual external audit were successfully conducted, and no fraud or donor disallowance were experienced.

Most of the M&E project visits planned for the period were carried out.

This included routine project site visit by the M&E team to all intervention projects and communities. SMT project visits were conducted and one of them coincided with the visit by Ojobo Atuluku Head of Country Support, Africa 2, which took us to some key implementing partners in and outside LRP communities.

## Create a Sound Organizational Structure and a Strong Team

### HROD

Following the approval of BReS, a comprehensive change management plan was developed aligned to the CSP and signed off. The plan took into account the organizational change processes framework and points out existing gaps that will hinder the effective operationalization of the strategy and recommended actions points to address such gaps. This plan is to be reviewed periodically to measure progress.

Another aspect of the change process was largely driven by our shrinking resources and that obliged Management to scale down on staff cost, an exercise that saw the disengagement of six (6) staff members on voluntary redundancy with all due diligence and legal implications observed.

Staff attrition rate during year under review was relatively high and this could not be linked to employee grievance or dissatisfaction with the work environment but rather to pursuit of other opportunities. The general staff climate reveals that there is high employee engagement level however there are concerns over the lost of benefits as a result of the institutional financial sustainability and recovery efforts. These concerns have some implications on the overall recruitment and labor cost.

During the year all vacant positions including two senior management positions were filled with competent staff. In maintaining value for money, we amalgamated complementary functions into a job frame assigned to staff with dual competence in those areas. Through these efforts, the institution covered gaps with effective use of limited resources.

Completed during the year under review also was the declaration of assurance tools and safeguarding matrix including quarterly reviews and updates of the country operational security risk matrix as well as the child protection policy awareness campaign.

Our information technology (I.T) was given a bust with Migration of all users from the UK Data Centre systems with Microsoft 2010 to the cloud-based Microsoft Office 365 package. Also, achieved on IT was the deployment of a new Cisco Meraki MX 84 Appliance with Two cisco wireless access points for better security and connectivity control.

The General Assembly (GA) and National Board have fulfilled all statutory meeting requirements in 2018. All four scheduled Board meetings and the annual GA meeting were conducted as planned. However, our Board Chair could not attend the Federation Annual meeting in Greece due to visa issues, but he managed to participate in some of the key sessions virtually.

## Board and Assembly

Our Board and assembly members are a mix of diverse people from different backgrounds and regions. We currently have more women (60%+ in the board and 56% in the assembly). We have been able to keep this mix that is in full compliant with both our constitution and governance manual. The tenure of our Board and Assembly members continued to be staggered to ensure institutional memory does not get lost during transition. Two Board members have retired during the period and were replaced, and the new members have completed their induction program successfully.

In ensuring that our governance structures have leaders capable of practicing Transformational Feminist Leadership (TFL), we conducted training in Feminist Leadership for board and some management staff with support from an expert within the AA General Assembly who came to The Gambia to attend GS GBDC meeting hosted by AAITG.

AAITG faced some financial challenges for the past two years due to various issues. The Board provided leadership in the proper management of the challenge to ensure sustainability. The guidance and invaluable advice provided by the Board and GS Regional office gave management the assurance and confidence to tackle the problem head on. Our Annual general meeting was held as planned, all statutory Board meetings conducted, and a couple of extraordinary meetings were held as and when necessary.

Overall, board oversight during the year was good and AAITG is recovering from the financial crisis. During the year, we participated in the review of motions in preparation for the GA meeting and provided our position on each motion.

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Our board Chair although could not physically attend the Annual General Meeting in 2018 due to Visa issues, he participated in some of the sessions virtually including voting.



## SECTION 4: Key Challenges, Lessons Learnt, Conclusion and Recommendations.

### Challenges

The major challenge ATTIG faced during the period under review was financial crises carried forward from 2017 leading to the unfortunate staff redundancy. Others include; -

- Continued existence of patriarchy and its seemingly acceptance by women and girls within communities undermines the efforts of our programme interventions
- Weak capacity of many implementing partners especially women's group, Apexes and other CBOs seriously constraint our work in terms knowledge and skills in group dynamics & management, entrepreneurship and low literacy
- The effects of climate change on Agriculture leading to erratic and inadequate rainfall, droughts, floods, soil erosion, salt intrusion, windstorm, poor crop production and productivity especially for millet, maize and groundnut the major crops grown by smallholder farmers. In addition the smallholder farmers experience inadequate availability of farm inputs and implements
- Inadequate storage facilities for agricultural produce resulting in high post-harvest losses and

sometime horticultural farmers are urged to sell their produce at a giveaway price to minimize postharvest losses

- Over reliance of partners on AAITG for funding support due to unavailability of other opportunities and weakness in fundraising capacity and capability

### Key Lessons Learned

- Unity of purpose and mutual understanding and recognition of key stakeholders' role in policy advocacy, networking and alliance building is critical in winning trust and confidence of parties, facilitating ownership in the attainment of common goal
- A certain level of literacy within communities is useful in creating the necessary awareness of people living in poverty about the root courses of social justice, gender equality in societies
- HRBA remains a critical approach in challenging shifting power in favor of vulnerable groups but its application requires sustained efforts by individuals and groups at all levels, thus the involvement of strengthened organizations, networks and social movements is necessary.

## Conclusion and Recommendations on the Way Forward

Overall, 2018 has proven to be a challenging year for AAITG. For the first time in many years 22% of staff left the organization due mainly to financial crisis experienced by the organization. This had a negative impact on the moral of the remaining staff. However, due to the commitment of the management team and Board, we managed to gradually come out of the unfortunate situation. Towards the end of the year, we have been able to re-energize the momentum through many ways including aggressive fundraising and the application of cost cutting and recovery measures. As a result, the 2019 annual plans and budget indicates a great improvement from the previous one which provides a significant motivating factor for the staff and management of the organization.

## Recommendations

- The passion generated among staff towards fundraising should be further encouraged and supported by management including the allocation of a fulltime fundraiser
- The application of HRBA to address the root causes of social injustice and gender inequality e.g. such as patriarchy, GBV, FGM is more relevant in The Gambia today than before therefore, AAITG and partners should continue to scale up across the country
- Continuous capacity building of implementing partners on group dynamics and management, entrepreneurship, adult literacy and participatory methods
- Support women empowerment programme through capacity building and livelihood skills to enhance income generation and diversification of income sources for women. e.g. poultry production
- Due to climate variations and its effects on livelihoods in communities, it is necessary to support smallholder farmers diversify their income sources through self-initiated activities such as vegetable gardens, livestock production, poultry, tie/dye among others
- As the major source of funding for AAITG, partners implementing child sponsorship and their communities should be adequately trained to support and sustain the programme in all LRPs.

## Appendix 1: Audited Financial Statements

Action Aid International The Gambia (AAITG)  
Audited Financial Statements for the year ended 31<sup>st</sup> December 2018

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3 Kairaba Avenue – P O Box 587, The Gambia - Telephone (220) 4378146/ 4392376 / 4378147 – Fax (220) 4378148  
E-mail: admin@augustusprom.com www.augustus-prom.gm

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### **Auditor's Opinion**

We have audited the accompanying Financial Statements of Action Aid International The Gambia which comprises the Balance Sheet, Income Statement, Cash Flow Statement for the year then ended, and notes to the Financial Statements including a summary of significant Accounting Policies applicable to the Organization.

In our opinion, the Financial Statements give a true and fair view of the Financial Position of the Organization as at 31<sup>st</sup> December 2018 and of its Financial Performance and its Cash Flows for the year then ended in accordance with Generally Accepted Accounting Principles and in line with the Requirement of the Companies Act 2013.

### **Other Matters**

The comparative figures in the Financial Statements for the period ending 31<sup>st</sup> December 2017 were audited by DT Associates, an Audit Firm registered in the Gambia.

### **Basis of Opinion**

We conducted our audit in accordance with International Standard on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in The Gambia and we have fulfilled our other responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## **Responsibilities of Management and those charged with governance for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Generally Accepted Accounting Principles, and in the manner required by the Companies Act, 2013 and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the ability of the Organization to continue as a going concern, disclosing, as applicable, matters related to going concern operations, or have no realistic alternative but to do so. Those charged with governance are responsible for overseeing the financial reporting process of the Organization.

## **Auditors Responsibilities for the Audit of Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- *Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intention omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control within the Organization.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are*

*inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.*

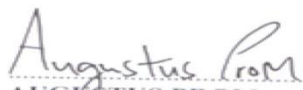
- *Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirement regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significant in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The Engagement Partner on the audit resulting in this independent auditor's report is Mr Augustus F. Prom.

  
AUGUSTUS PROM  
AUDIT, TAX, ADVISORY  
REGISTERED AUDITORS

DATE: 24-April- 2019



# Income Statement

For the year ended 31<sup>st</sup> December 2018

		31 <sup>st</sup> Dec 2018 GMD'000	31 <sup>st</sup> Dec 2017 GMD'000
	<i>Notes</i>		
<b>Income</b>			
Remittances received from AAUK	3.1	51,216	47,756
Locally raised projects income	3.2	80,484	74,470
Gain on Exchange	3.3	1,826	3,379
Other income	3.4	5,251	8,474
		<u>138,777</u>	<u>134,079</u>
<b>Expenditure</b>			
Grants to partners	14.1	(27,055)	(36,118)
Direct project costs	14.2	(56,462)	(102,126)
Support Costs	14.3	(11,101)	(14,524)
Sponsorship	15.1	(6,818)	(8,678)
Other Fundraising Cost	15.2	(355)	(1,942)
Governance Cost	15.3	(1,619)	(2,560)
<b>Total Expenditure</b>		<u>(103,410)</u>	<u>(165,948)</u>
<b>Surplus/(Deficit) before interest received</b>		<u>35,367</u>	<u>(31,869)</u>
Interest received		-	10
<b>Surplus/(Deficit) for the year</b>		<u>35,367</u>	<u>(31,859)</u>

# Balance Sheet

As at 31<sup>st</sup> December 2018

	<i>Notes</i>	31 <sup>st</sup> Dec 2018 GMD'000	31 <sup>st</sup> Dec 2017 GMD'000
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property Plant & Equipment	2	10,582	14,383
		<u>10,582</u>	<u>14,383</u>
<b>Current Assets</b>			
Trade & Other Receivables	6	28,755	19,959
Cash and bank balances	7	50,220	22,552
		<u>78,975</u>	<u>42,511</u>
<b>Total Assets</b>		<u><u>89,557</u></u>	<u><u>56,894</u></u>
<b>Equity &amp; Liabilities</b>			
<b>Equity</b>			
Accumulated Fund	8	88,009	52,173
		<u>88,009</u>	<u>52,173</u>
<b>Current Liabilities</b>			
Accruals & Other Liabilities	9	1,548	4,721
		<u>1,548</u>	<u>4,721</u>
<b>Total Equity &amp; Liabilities</b>		<u><u>89,557</u></u>	<u><u>56,894</u></u>

The Financial Statements were approved by the Board of Directors on  
 24<sup>th</sup> April 2019 and signed on its behalf by:

Chairperson: 

Treasurer: 



## Appendix 2: List of Partners

INSTITUTION	LOCATION
<b>National Level</b>	
1. Network Against Gender base Violence (NGBV)	Kanifing, MDI Road, Kanifing Municipal Council
2. Catholic Relief Services (CRS)	Fajara, Kanifing Municipal Council
3. United Purpose (UP)	Kairaba Avenue, Kanifing Municipal Council
4. ACTIVSTA	Kanifing, MDI Road, Kanifing Municipal Council
5. Ministry of Health	Banjul, Quadrangle
6. Women's Bureau	Banjul
7. National AIDS Secretariat	Kairaba Avenue
8. World View International	Bakau
9. Hands on Care	Brikama
10. Mbolo Association	Tujereng
11. Gambia Family Planning Association (GFPA)	Kanifing
<b>Regional Level</b>	
1. Janjanbureh Area Council	Janjanbureh, CRR
2. National Agricultural Training center	Njawara Village, NBR
3. Kudang Ward Development Association	Kudang Village, Naimina East Dist. CRR
4. Jareng Ward Development Association	Jareng Village, Naimina East Dist. CRR
5. Naimina Dankunku Kawral Kafoo	Dankunku Village, Naimina East Dist. CRR
6. Naimina West Yiriwa Kafoo	Choya Village, Naimina East Dist. CRR
7. Kerr Cherno Eco-zone	Kerr Cherno Village, Upper Nuimi Dist. NBR
8. Albreda Eco-zone	Albreda Village, Upper Nuimi Dist. NBR
9. Jimbana Eco-zone	Bakalarr Village, Upper Nuimi Dist. NBR

## List of Donor Partners

DONOR	LOCATION
1. European Union Delegation in the Gambia (EUD)	Bakau
2. Food and Agriculture Organization (FAO)	Fajara
3. SHIFO Foundation	Sweden
4. Amplify Change	UK
5. Global Fund	USA

