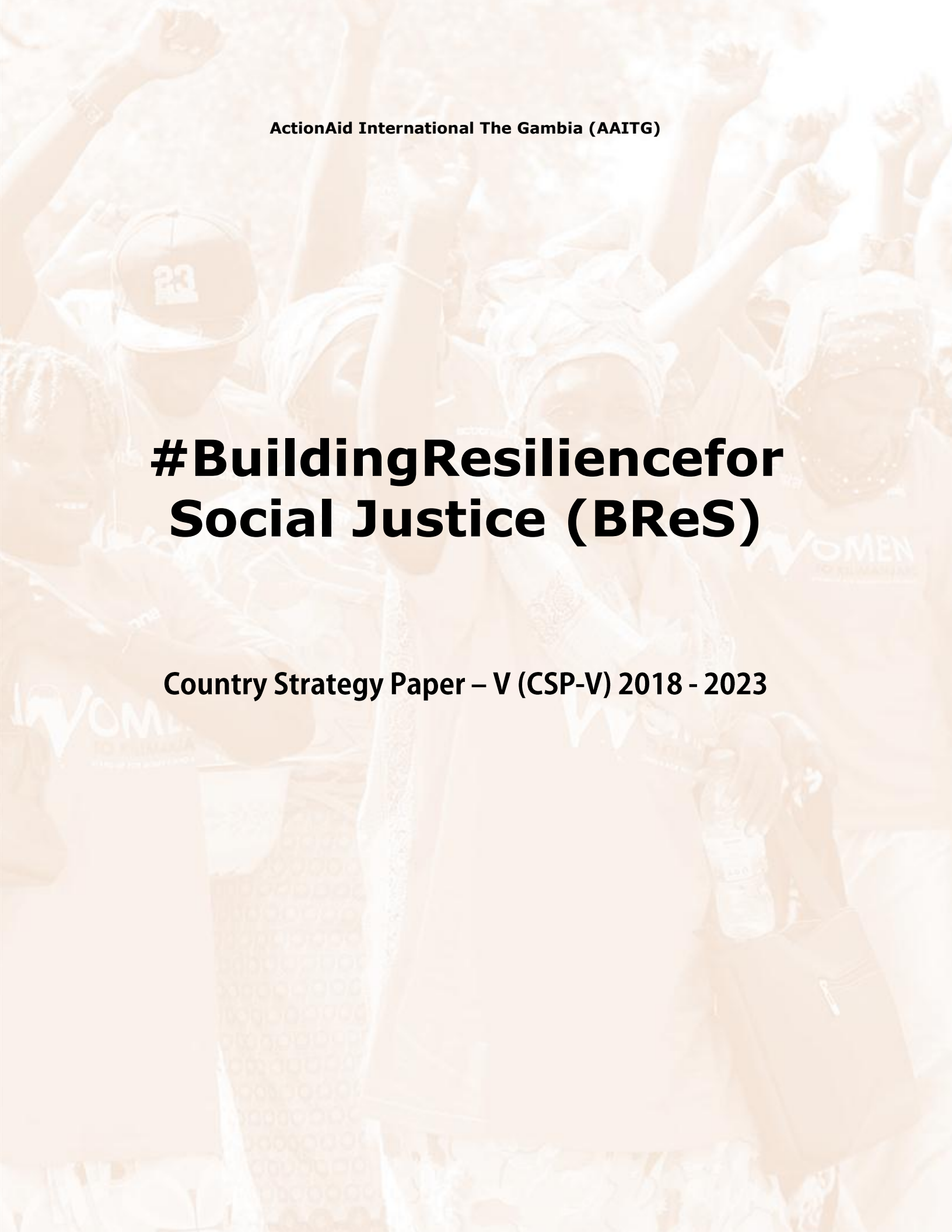




#BuildingResilienceFor Social Justice (BReS)

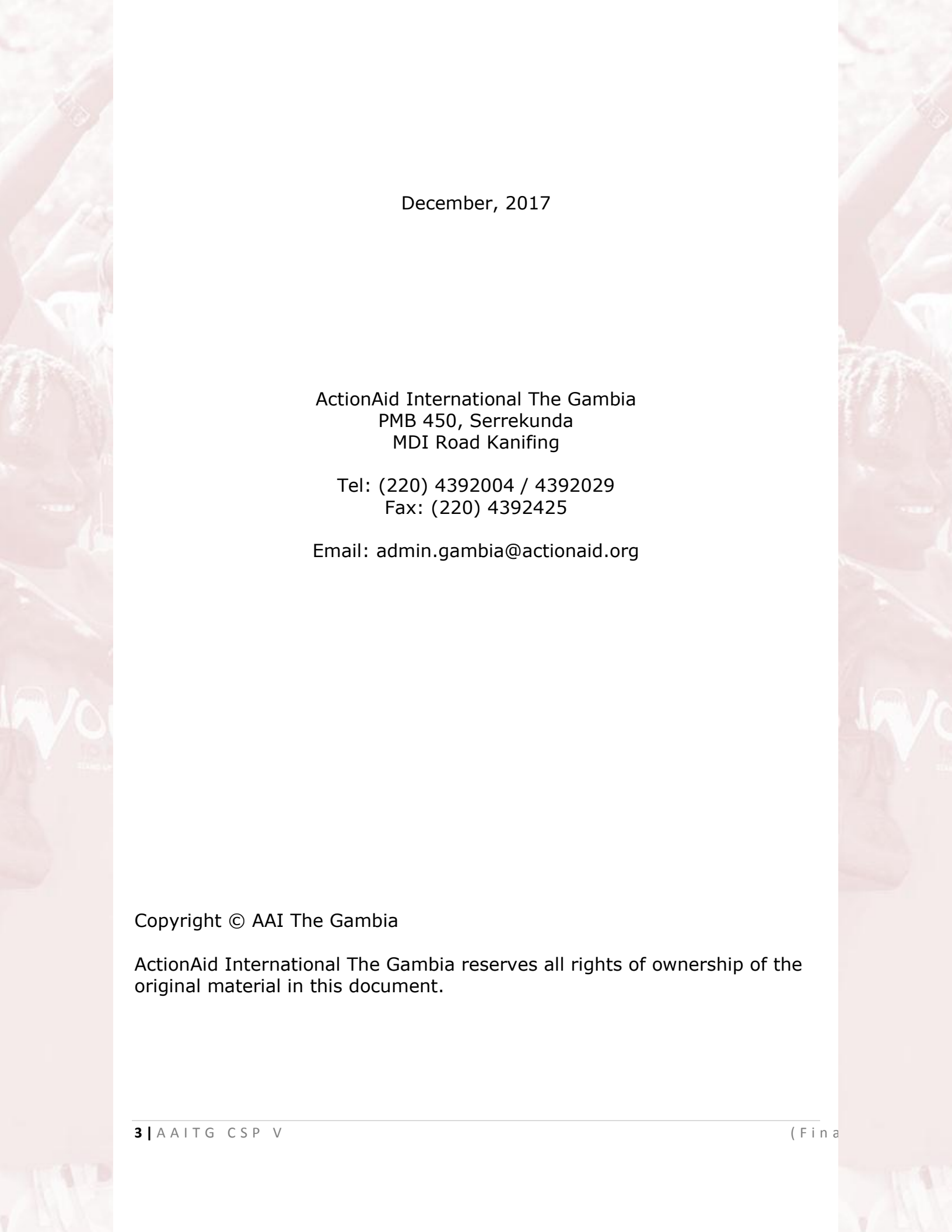
Country Strategy Paper – V (CSP-V) 2018 - 2023



ActionAid International The Gambia (AAITG)

#BuildingResiliencefor Social Justice (BReS)

Country Strategy Paper – V (CSP-V) 2018 - 2023



December, 2017

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LIST OF ABBREVIATIONS

AAI	-	ActionAid International
AAITG	-	ActionAid International The Gambia
ACDHR	-	African Centre for Democracy and Human Rights
ALPS	-	Accountability, Learning and Planning System
ANR	-	agriculture and natural resources
	-	Building Resilience for Social Justice
CRSA	-	Climate-Resilient Sustainable Agriculture
CSO	-	Civil Society Organisation
CSP	-	Country Strategy Paper
DRR	-	Disaster Risk Reduction
ELBAG	-	Economic Literacy and Budget Accountability for Governance
FGM	-	Female Genital Mutilation
GBA	-	Greater Banjul Area
GBoS	-	Gambia Bureau of Statistics
GDP	-	Gross Domestic Product
GNAIP	-	Gambia National Agricultural Investment Plan
HDI	-	Human Development Index
HRBA	-	Human Rights-Based Approach
LRP	-	Local Rights Programme
MOA	-	Ministry of Agriculture
MOBSE	-	Ministry of Basic and Secondary Education
MOFEA	-	Ministry of Finance and Economic Affairs
MOHERST	-	Ministry of Higher Education, Research, Science and Technology
MOU	-	Memorandum of Understanding
NCCE	-	National Council on Civic Education
ODA	-	Overseas Development Assistance
PLHIV	-	People Living with HIV
PLIP	-	People Living In Poverty
PRS	-	Promoting Rights in School
RAF	-	Resource Allocation Framework
SDG	-	Sustainable Development Goals
TIP	-	Trafficking in Person
UNDP	-	United Nations Development Programme
WEF	-	World Economic Forum
WFP	-	World Food Programme

EXECUTIVE SUMMARY

ActionAid International The Gambia (AAITG) was established in 1979 and is an Affiliate of ActionAid International (AAI) - a global justice federation fighting for social justice, gender equality and poverty eradication. AAITG develops a Country Strategy Paper (CSP) every five years to guide its operations. The current and fourth CSP, (CSP IV: 2013-2017) ends in December 2017, and offered great opportunities for AAITG to deepen its work and programming using the Human Rights Based Approach (HRBA).

The Gambia has a population of 1.9 million, growing at an annual rate of 3.1%, according to the 2013 national census. The country is highly urbanized and poverty still remains pervasive at all levels with a national rate of 48.6% as of 2015. Food security is also a major challenge, and made especially so by virtue of the subsistence, rain-fed agriculture of the country which is increasingly hampered by the effects of climate change. The Gambia also faces other development challenges, including financial constraints, existence of HIV&AIDS especially among the Key Affected populations, low literacy among the women and the patriarchal nature of The Gambian Society has not made the situation any better.. The country also faced huge governance problems with a dictatorship that lasted 22 years until it was democratically overthrown in December 2016.

The Gambia has also been impacted by several other systemic and external factors such as the global

increase in migration, climate change, and increased inequality in gender, race, caste systems, ethnicity, age, disability or geographical location. In addition, the Sustainable Development Goals (SDGs) adopted in 2015 by the UN now provide a roadmap for international efforts to end poverty and mitigate the impact of climate change, poverty, and other issues. Despite this, important challenges such as a massive decline in social protection, a rise in privatisation of public services, ill-regulated world economy, increasing women's unpaid care work, and unequal distribution of power and resources remain.

Against this background, AAITG implemented its CSP IV, and was generally successful in terms of the 10 key change promises, the targets of its four strategic objectives, and mechanisms that were put in place for Programme implementation. Thus, with regards to control over natural resources such as land, there has been demonstrable evidence in reduction of barriers to women's ownership of land. Similarly, there has been an increase in women's access to agricultural inputs and implements, and the adoption of Climate-Resilient Sustainable Agriculture (CRSA) has increased production and productivity of small-holder farmers (including women), and has also increased the climate resilience of agriculture. The implementation of CSP IV also facilitated women's membership to District tribunals, and has increased their participation in decision-making processes relating to issues that affect their lives and livelihood.

The implementation of CSP IV also ushered the empowerment of young women by developing their literacy and analytical skills, an increased in the number of youth groups formed through trainings and entrepreneurship skills development and campaigns against HIV and AIDS. CSP IV also contributed to reducing the number of incidents on sexual abuse and exploitation of children, and the enactment of key legislation that promote and protect the rights of women and girls.

Despite these achievements, the implementation of CSP IV faced numerous challenges. First, prevailing socio-cultural norms, and patriarchal nature of Gambian society have exacerbated inequalities between men and women in the country. As a result, AAITG interventions have been hampered by continuous male dominance in decision-making processes, and control over resources. In addition, CSP IV was implemented during a repressive dictatorship which was intolerant of dissenting voices, and had little regard for human rights and the rule of law. As a result, civil society organizations had to be very cautious in going about their work, or risk being closed down by government. Other challenges included frequent firing and hiring of top government officials, the increase in poverty in the country, continued stigma and discrimination against people living with HIV and AIDS, the global decline in development funding and irregular migration, especially by youth.

CSP IV provided valuable lessons, including the realization that CRSA was a great innovation that should be promoted. In addition, it was found

that Promoting Rights in Schools (PRS) is a good approach to reduce gender-based violence in schools, and that traditional communicators were especially effective in disseminating positive transformative messages. With regards to partnerships, lessons learnt include the need for proper management of relations with partners which is key in policy advocacy and influencing. Finally, the implementation of CSP IV also taught us that there is need for AAITG to continue operating on the principle of programme-led funding and implementation to enable it focus on the CSP objectives and those of the AAI's Strategy.



Unlike CSP IV, which had a five-year time frame, the learnings and experiences gained led to the development of a CSP V, (Building Resilience for Social Justice) with a six-year (2018-2023) timeframe. This will enable AAITG align a mid-term and terminal evaluation with ActionAid global strategy. The development of BReS is further informed by various reviews, evaluations progress reports, testimonies, opinions and perspectives of different stakeholders during the implementation of CSP IV.

AAITG has renewed its commitments to achieve poverty eradication, social justice and gender equality in The Gambia through BReS for the period

2018 to 2023. Accordingly, BReS is informed by the three pillars: (1) Rights; (2) Redistribution; and (3) Resilience; with four priority areas that were agreed upon in AA Global Strategy. The priorities are contextualized to suit the practical realities in The Gambia and structured under three Program Ambitions (PAs) namely:

- a. PA1: build a society with empowered women, youth and children that is free of violence and injustice,
- b. PA2: Achieve Quality, Gender-Responsive Public Services, transparent and accountable public resource mobilization and management by government
- c. PA3 Secure resilience of communities to climate change and attain food security, climate justice, comprehensive disaster prevention through the agency of people living in poverty.

These interconnected pillars and priority PAs are aligned to our theory of change, values and culture. They are also anchored to the new realities in The Gambia following the transition to democratic rule after 22 years of dictatorial rule. For this reason, CSPV will guide our work with partners to complement the realization of the objectives embodied in the new five-year National Development Plan (NDP) - 2018-2021.

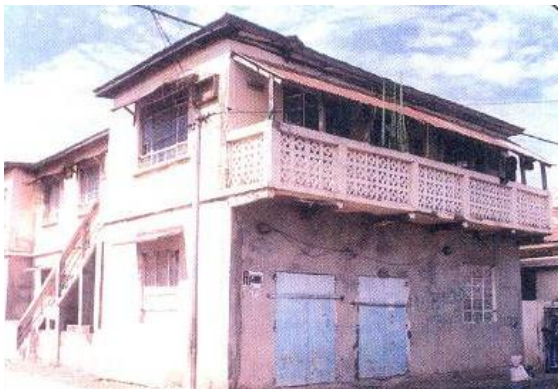
The alignment of the PAs to the federation priorities will enhance the delivery of our work at community, national and international levels in the next six years. AAITG will continue to use the Human Rights Based Approach (HRBA) to strengthen the agency of people

living in poverty, and Apexing model to demand social justice and gender equality. BReS will facilitate a continued use of participatory analysis, community outreach, advocacy, policy Influencing, campaigns and participate in international platforms. Our research capacity will be strengthened to generate evidence for learning, campaign, and policy-influencing work to shape the agenda for the dialogue and policy development processes currently going on in The Gambia.

AAITG recognizes that the implementation of BReS will have significant impact on the organization. For this reason, BReS will include six organizational priorities. Specifically, we will continue to diversify and improve our Fund Portfolio, increase the efficiency and effectiveness of our Financial Management Systems, and harness the power of technology. In addition, we will create a sound organisational structure and build a stronger team with the necessary skills, strengthen governance, invest in developing quality assurance including monitoring and evaluation systems.

The total budget for the implementation of the BReS is estimated at twelve million one hundred and seventy seven thousand, three hundred and ninety pound Starling (£12,177,390), distributed yearly as follows: PA1 35%, PA2 30% and PA3 35%). This total estimated budget will be mobilized through regular giving (Sponsorship income) and partnership funding such as, Trust and Foundations, Institutional Donors and High Value etc.

1. BACKGROUND



First AAITG Office in Leman Street, Banjul

Established in 1979, ActionAid International The Gambia (AAITG) is an Affiliate of ActionAid International (AAI), a global justice federation working to achieve social justice, gender equality and poverty eradication. Every five years, AAITG develops a Country Strategy Paper (CSP) as its main policy document that guides its operations. The current and fourth CSP, (CSP IV: 2013-2017) ends in December 2017. CSP IV offered great opportunities for AAITG to deepen its work and programming using the Human Rights Based Approach (HRBA).

The implementation of CSP IV was generally successful in terms of progress made on the 10 key change promises, the targets set out in the four strategic objectives and the mechanisms put in place for Programme implementation. However, the governance environment during the implementation of CSP IV was quite

challenging due to the repressive nature of the former regime which was intolerant to dissenting voices with little regards for human rights and the rule of law, as well as being suspicious of civil society as agents of the West. Consequently, Civil Society had to tread carefully as unwanted or suspicious activities could lead to closure of organizations, arrest/detention, and in some cases disappearance of persons (Njie, 2017).

The learnings, experiences and knowledge gained from the implementation of CSP IV provided useful insights and essential feedback for the development of BReS. Unlike CSP IV, which had a five-year time frame, this new strategy will span a period of six years (2018-2023) to enable AAITG better align the mid-term and terminal evaluations of the strategy with the federation Strategy i.e. after every three years of implementation. The development of CSPV is further informed by various reviews, evaluations (both internal and external), progress reports, testimonies, opinions and perspectives of different stakeholders including community members and staff during the implementation of CSP IV.

1.1. Process of CSPV development

The development process was very open and consultative which provided opportunity for staff, Board and General Assembly (GA) members, communities, partners and other stakeholders at various levels to contribute and be heard. The consultations were led by a Strategy Drafting Team which included an external person who served as rapporteur for the team. The process started in February and ended November 2017. Three main engagements were implemented before the final document was produced: firstly, the rolling out of the new AAI Strategy to all key stakeholders in country (staff, Board and General Assembly as well as key partners) through series of meetings. Secondly, review of CSPIV through External consultant which report formed part of key reference documents for the DT. Thirdly, the drafting of the document which started with development of a TOR by staff approved by the board, formulation of the (DT) led by HOPP which coordinated consultative meetings workshops sharing of drafts with receipt and compilation of comments, from key stakeholders. The DT also held one week retreat to produce the first draft which was subjected to reviews and commentaries at various stages by the rest of the staff, partners, Board and GA members as well as a couple of staff within the AAI federation including Global Secretariat staff, Heads of programs & policy and Country Directors from other countries. Comments from these reviews were later incorporated into the various versions of the

document with support from an external person hired at later the stage of the process to serve as rapporteur for the DT. The final document was produced in November 2017, tabled for approval at an extraordinary GA meeting held on the 9th December 2017 which finally approved the document.

1.2. Who We Are

AAITG, as an affiliate of AAI has a two-tier governance system: a Board and General Assembly with management which is responsible for the day to day running of the organization. Over the years, AAITG has gone through strategic shifts in order to remain relevant to better address the structural causes of poverty and injustice. We work in three local rights program (LRPs) in Central River and North Bank Regions of The Gambia with a national dimension. AAITG works with and through people living in poverty (PLIP) and their institution especially women, children and youth. Our work is mainly financed through individual regular giving and partnership funding.

Our 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.

Our 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.

Our 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, political affiliation 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 judgements 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.

1.3. Our Theory of Change

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 organisations, like social movements, coalition and networks especially of women and youth strengthen campaigns, advocacy and mobilizations of PLIP to exert pressure on duty bearers for structural changes through influencing policies in their favour throughout the country. We will be prepared to seize key moments for social transformation when they arise, and hold duty bearers to account.

1.4. National Context

The Gambia has a population of 1.9 million which has a rapid annual growth rate of 3.1%, according to the 2013 Census (GBoS, 2013). The country is highly urbanized with 57.8% of the population living in urban areas, mainly the Greater Banjul Area (GBA), and the West Coast Regions. The Gambia is ranked 173rd out of 187 countries, based on its Human Development Index (UNDP, 2016). Poverty remains a major challenge, and increased from 48.1% in 2010 to 48.6% in 2015. Furthermore, the

number of people living in poverty has increased from 0.79 million in 2010, to 0.93 million in 2015 (GOTG, 2017). Poverty is also an increasingly rural phenomenon, with 69% of people below the national poverty line living in rural areas, which account for less than 50% of the total population of the country. Food security and poverty are closely related, and as such, the decline in agricultural production and the impact of climate change has reduced food security and increased the percentage of Gambians who could not meet their daily energy needs to 55.1% in 2015. The increasing poverty in rural areas has a marked effect on environmental degradation, as the rural poor tends to exploit more of the natural resource base for survival.

The Gambia's economy is mainly agrarian based on three months erratic seasonal rain-fed subsistence agriculture, which contributes nearly 30% of GDP and accounts for up to 75% of employment especially among the youthful population (GOTG, 2010). Although The Gambia is endowed with adequate surface and underground water, only about 6% arable land is irrigated (MOFEA & MoA, 2012; WFP, 2011).

The Gambia like many Least Developed Countries (LDCs) continues is constraint financially to fund its development aspirations and as such introduced in the past decades a tax regime aimed at harnessing the revenue potential as an alternative and complement to Overseas Development Assistance (ODA). As the 15th highest taxed country in the world (Martin, 2016), The Gambia's tax system and

structures require further analysis for more efficient utilization, trickling down of benefits and avoid tax evasion especially by business entities (World Bank, 2011).

In December 2016, Gambians voted for a change to end 22 years of dictatorship. This democratic change is opportunity to uphold democratic values and the rule of law, and to defend human rights as well as engage in open dialogue between Government, civil society and the general public. The current political landscape also provides an opportunity for organizations like ActionAid to scale up HRBA work with people living in poverty to advance social justice, gender equality and poverty eradication efforts.

1.5. External Context

Although some significant progress has been made in the past 25 years, with the number of people living in poverty being reduced by over 1 billion globally, important challenges remain (UNDP, 2016). Thus, there are incidents of shocks and hazards resulting from climate change, epidemics, desperate migration, xenophobia, and violent extremism have increased. In addition, hunger and malnutrition is on the rise with an estimated global figure of 795 million people malnourished, of which 233 million are from Africa (FAO, 2016). Projections are that climate change is expected to drive up to 122 million more people to poverty by 2030 (AAI 2018-2028; FAO, 2016). Furthermore, 244 million people were reported in 2015 to live outside their countries; with 65 million of them being forcibly

displaced migrants mostly due to extreme conditions, unemployment, poverty or lack of social services (UNDP, 2016). The fight against poverty and injustice is also further compounded by inequalities in gender, race, caste systems, ethnicity, age, disability or geographical location (AAI, 2016).

The agenda 2030 for Sustainable Development Goals (SDGs) adopted in 2015 have set road maps and targets to guide international efforts to end poverty, mitigate on climate change and ensure prosperity for all. However, the world is constrained in these efforts, as it witnesses a massive decline in social protection, a rise in privatisation of public services, ill-regulated world economy, increasing women's unpaid care work, and unequal distribution of power and resources. These are coupled with the continuous dwindling of both regular giving and partnership income within AA federation as well as at the level of AAITG which significantly limits financial support for our work at national level. Although there are opportunities to repositioned Gambia for more partnership funding given the current political dispensation but that process is not expected to bear fruit any time soon and may not be fully achieved during the implementation of this strategy.

AAITG recognizes the interrelated and interlinked nature of these challenges that require a holistic approach to building the resilience of people in both urban and rural communities.

1.6. Achievements

The work of AAITG is anchored on HRBA, and is highly interwoven in our approach to programming. This has enhanced the understanding and appreciation of the approach by partners and stakeholders. The implementation of CSP IV has been successful to a large extent. According to the final CSP evaluation report, there has been a certain degree of power shifted from men to women, regarding control over natural resources like land. Equally, there has been an improvement in women's access and control over production inputs and implements, with some women now owning farm implements and draught animals. Farming systems have also become more environmentally-friendly, through the adoption of Climate-Resilient Sustainable Agriculture (CRSA), which promotes application of organic manure through composting instead of the use of chemical fertilizers. As a result, production and productivity levels have improved for small holder farmers including the women farmers, who had limited control over production inputs before the CSP IV implementation.

Another notable achievement of the CSP IV is the membership of women in District tribunals, which has enabled their participation in decision-making processes over issues that affect them. For example, the empowerment process of women and awareness-raising of local leaders has opened the space for the inclusion of 6 women in 3 district tribunals and the

appointment of a woman as the village head (called “Alkalo” in the Mandinka language) of a village in LRP 11.



Kanny Sidibeh
Alkalo of Moriyaa Village, CRR

The implementation of the Reflect Action Circles, which are meant to empower young women who have dropped out or did not attend school, have registered positive outcomes on their literacy and analytical skills. The young women beneficiaries of this program are now able to visualize village priority problems and have shown great potential to develop community action plans in order to engage local authorities.

Regarding youth involvement during the implementation of CSP IV, youth farmers are now practicing CRSA and an increasing number of youths are now engaged in skills enterprises and the incidences of teenage pregnancies and forced and Child marriages are reported to have been going down in LRP communities. In addition, an increasing number of youths are now coming together to form civil society youth groups which are in turn serving as pressure groups to advance the cause of

rights and entitlements at various levels.

During the CSP IV implementation and as part of the economic empowerment process women have been trained in skills for income generation and entrepreneurship development such as, poultry and small ruminants’ schemes, tie and dye, vegetable production and marketing. Milling machines were also provided through specific projects to women groups to reduce drudgery and generate additional income.

As a result of these interventions, more women in the LRPs are now engaged in income generating activities than before. There is also a renewed sense of individual and collective self-esteem and improved skills in business management. The level of sensitivity regarding women’s socio-economic rights and entitlements especially in the work place has improved is becoming prominent in policy discourse.

In addition to the above AAITG has provided both material and technical support in the fight against HIV and AIDS, and has consistently provided leadership in the efficient administration various HIV&AIDS projects funded by The Global Fund to Fight AIDS, Tuberculosis and Malaria. AAITG has applied sustained campaigns for access to quality and comprehensive care and support for people living with HIV&AIDS and an end to stigma and discrimination which has contributed to, and influenced the development of the HIV and AIDS Act.

AAITG's work on education during CSP IV has registered improved conditions for boys and girls in and out of school. As reflected in the CSP IV evaluation report, according to school authorities, staff and parents, incidents of unprofessional conduct of teachers towards students has been reduced, as a result of our advocacy interventions. Furthermore, the report highlighted that the combination of child friendly advocacy interventions by AAITG and its partners at various levels have positively contributed towards improving enrolment and retention of both boys and girls (Njie, 2017).

AAITG has also raised awareness in schools and with stakeholders about the 10 core educational rights, and provided funds to implement school improvement plans in our intervention areas. Equally, it has succeeded in forming an education consortium on Promoting Rights in School (PRS), and PRS has been mainstreamed in the national education policy

AAITG and partners' work on rights has contributed to the enactment of key legal instruments that promote and protect the rights of women and girls. Examples of these laws are the women's amendment Act 2015, and Children Amendment Act 2016 (which banned FGM and child marriage, respectively), as well as the HIV and AIDS Prevention and Control Act 2015. Our campaign on women's access to, and control over land has resulted in the allocation of 63 Ha of land to 78 women groups in LRPs 8 and 11 in the Central River Region. AAITG and partners particularly ACTIVISTA and Peace Ambassadors played a critical role in

resolving the political impasse which occurred in the country from 9th December 2016 to mid-January 2017 following the refusal of the former President to leave office after losing the 2016 presidential elections. With support from AAITG, ACTIVISTA mobilized youths across the country to support the #GambiaHasDecided campaign which contributed significantly to efforts by all other key players to pressure former president to leave office.

On disasters management, AAITG's work has enhanced the understanding of community members of the causes of disasters, their link to climate change and disaster management (man-made and natural disasters). Community structures have also been strengthened to be more resilient, and enable communities to better predict and manage disasters through the participatory vulnerability analysis and the development of disaster risk reduction plans. On emergency response, AAITG's work has facilitated the active participation of the people, especially women, and ensured that the most vulnerable were reached. In the LRPs women were supported as champions to take up leadership roles in resilience building and response to disasters.

1.7. Challenges

In the Gambia, inequalities exist between men and women in all spheres of development which has been exacerbated by sustained socio-cultural and patriarchal systems. These results to the exclusion of women in decision

making processes, limits their access to and control over productive resources, livelihoods and perpetuate all forms of gender based violence (GOTG, 2010). As a result, AAITG's programme interventions have been hindered by overwhelming male dominance in decision making processes and control over land and other resources.

Guaranteeing human rights was an important challenge in The Gambia during the last two decades. Human rights abuses for example disappearance without trace, arrest and detention without trial and killing citizens created an environment of fear and mistrust within the population made mobilization of the agency of people for policy influencing very risky.

Child Rights promotion, the perception of the child's rights concept has been viewed with suspicion in some of the communities where some parents believe that advocacy work, has led to the erosion of moral values in schools and the larger society.

Collaboration with government partners was constrained during CSP IV implementation due to frequent changes of government officials at senior level. As a result, many of our engagements with government agencies were either delayed or some times cancelled.

Another challenge experienced during the implementation of CSP IV is the continuous rise of poverty in the Gambia, while development funding is on the decrease globally. In spite of the rising poverty, many

donors did not consider The Gambia for funding mainly due to the poor governance which made fund-raising a daunting task. This has negatively affected program interventions as planned.

Irregular migration especially among youth attributed to high unemployment among them meant that very few of them were available in the communities to be engaged in policy advocacy. This too has affected our youth empowerment programs significantly.

Stigma and discrimination of people living with HIV&ADS continued to challenge our policy work on the pandemic. Interventions on comprehensive care and support for those living with the virus is constrained as only very few of them have disclosed publicly due to stigma and discrimination thus the needed meaningful leadership by them could not be achieved.

1.8. Lessons Learnt

During the implementation of the strategy, various lessons were learnt and key among these were the following:

CRSA was a great innovation that we need to continue to promote as it has great potentials to increase production and productivity as well as protecting the environment and many aspects of farming for smallholder farmers. However, compost making, which is a key component of the practice, is very labour-intensive and difficult to apply on a large scale, especially in areas where the raw materials are not easily available.

PRS is a good approach in our education policy advocacy as analysis conducted in schools contributed to the significant reduction of school-based gender-related violence, although we have learnt that for it to make greater impact, partners should proactively use findings from the exercises and analysis in schools to develop Citizen Reports regularly and use it for policy advocacy and influencing.

Communication: The use of female Traditional Communicators as a medium in our policy work to communicate information especially on early warning systems, disaster risk reduction and climate change has proven to be effective. Another efficient way of message dissemination and sharing information was the use of mobile phones and community radios especially in reaching out to hard-to-reach communities with no access to television.

Partnership management: Managing relations with partners with mutual values and adherence to the principles and ethics that guide those relationships are essential in policy advocacy and influencing.

Programme Led funding: There is increased need for AAITG to continue to guard the principle of programme-led funding and implementation during the CSPV. This will provide the organisation the requisite strategic focus on the aspirations of the CSP and in line with ActionAid Federation Strategy, Strategy 2028 Action for Global Justice.



2 Strategic Direction



2. Strategic Direction

Cognizant of the ever-changing need for organizational relevance, the need for compliance with programme framework of AA federation and ALPS requirements, AAITG has renewed its commitments to achieve poverty eradication, social justice and gender equality in The Gambia through BReS for the period 2018 to 2023. This CSP rests on Rights, Redistribution and Resilience pillars of the Global Strategy and also translates the four priority areas of AAI into three Program Ambitions to suit The Gambia context and the change AAITG wants to see. These interconnected Program Ambitions uphold our theory of change, values and culture. Our three PAs are well anchored to the new realities in The Gambia following the transition to democratic rule after 22 years of dictatorship. For this reason, we will work with our partners to help realize the objectives embodied in the new five-year National Development Plan (NDP) - 2018-2021 of The Gambia.

2.1. Rights



Achieving social justice, human development and overcoming poverty cannot be realized without

guaranteed human rights. The Gambia like most developing countries is still challenged with some of the key tenets of democracy. Guaranteeing human rights remains an important challenge. In the last two decades, People of The Gambia experienced human rights abuses that were unprecedented in the history of the country, and that were also inflicted on them with impunity by the then dictatorial government. This was compounded by the cultural tolerance of some forms of violence especially violence against women and children which have contributed to keeping women at the bottom of the socio-economic ladder. Work in the area of rights had been led mostly by civil society organizations, and ActionAid in particular had engaged in this effort using the HRBA approach.

The oppression of the Gambian people by the State in the past created an opportunity for the emergence of women's rights and young women-led organizations from grassroots to national level. The current political dispensation which embraces democracy and freedom of speech provides an opportunity to advance the feminist agenda and adopt transformative strategies to achieve gender equality and social justice. This is especially so in light of the fact that The Gambia has already signed, ratified or acceded to many international treaties and conventions on human, economic and social rights, as well as the rights of children, and women. Some of these 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.

However, it will not be an easy ride for any organization working on rights in The Gambia due to inadequate understanding of rights and democracy, and entrenched cultural norms and practices against women. Even though a National Council on Civic Education (NCCE) exists, its activities have been ad-hoc and focused mainly on voter education during election period.

ActionAid has worked on rights at national and LRP levels through and with partners. During the implementation of CSP IV, we worked on primary prevention and response to gender-based violence, advancing socio-economic rights of women including livelihoods, and women's leadership. We have worked with organizations of women such as the women pressure and Gender Action Groups in the LRPs, and other women's rights and youth organizations such as the Network Against Gender Based Violence, ACTIVISTA, the Female Lawyers' Association and the National Women Farmers' Association in addressing unequal power relations, access and control over resources, inclusion of women in decision making processes, challenging gender based violence and harmful traditional practices.

AAITG in the next strategy period (2018-2023) will work with the empowered rights holders across communities to build strong solidarity blocks and sustainably advocate for changes that we would want to see. To that end, we will work with various stakeholders to strengthen the legal and policy framework governing rights in The Gambia, and continuously champion and monitor the implementation of domestic policies as well as various treaties and conventions the country signed and ratified.

Our land rights campaign, which started in CSP III, strengthened in CSP IV, will be continued and scaled up, rights awareness on HIV and AIDS and advocacy for access to comprehensive care and support for people living with HIV and AIDS (particularly for Key populations) will be promoted, and we will build on gains made on PRS interventions. We will also continue to use the PRS approach to influence education policies with active participation of all key stakeholders including children, parents, community members and policy makers. More rights holders, youth and women's movements and other organizations at local, national and international levels will be mobilized to take leadership in the drive. We will invest in deepening analysis of poverty and power, and build the capacities of communities we work with to strongly challenge unequal power relations, gender inequality and promote social justice at all levels.

Trafficking in Person (TIP) particularly women and girls under false promises of better

opportunities abroad is an emerging and growing concern in The Gambia. People are lured into having better life and living conditions abroad, only to realize that, all the promises are false and they end up into inhuman treatment including sexual abuse and exploitation. Evidence has shown that there are rights violations and abuses meted on women, girls and special needs persons in the informal and care sectors. We will explore this area through research, to support evidence-based advocacy and focused programing. We will fully explore the use of social media to document rights issues, create rights awareness, expose injustices and mobilize actions around rights issues affecting people living in poverty.

The issue of child marriage, violence against children, female genital mutilation/cutting (FGM/C) and child labor are critical in The Gambia (UNICEF & Department of Social Welfare, 2010). This report further indicated that majority of the children affected by these violations are girls and the violations are promoted by social imbalances between males and females, cultural practices and religious misconceptions. AAITG and partners will work to challenge child rights violations using HRBA at all levels.

AAITG will also strengthen the agency of PLIP by identifying and further build the capacities of potential leaders/people who will champion advocacy and campaign work locally and nationally. Examples of such people that will be targeted to build their capacities are youths, women/men and children who are vocal in the LRP, Regional

and National levels. AAITG will work with our partners to increase their sense of responsibility for their destiny, as well as the protection of their rights. This will be especially useful if our impact will be sustainable, and if the people we work with develop a sense of ownership of the cause we will support them fight for it.

2.1.1. Programme Ambition

Build a society with empowered women, youth and children that is free of violence and injustice,

2.1.2. The change we want to see

The change we want to see during the strategic period under this PA is a society that is free from all forms of violence against women and children, respect women's rights including economic empowerment and embraced feminist leadership. Specifically, we want to see:

1. Three hundred thousand PLIP, especially women and youth, nationwide are empowered to recognize and be able to challenge rights violations
2. Our land rights campaign is scaled up across the country, and is led by empowered women and youth
3. Women movements/networks and youth organizations (both existing and new) are strengthened, and their capacities on feminist leadership built

4. The capacities of women and youth in informal sectors to advocate for increased accountability, economic justice and social protection policies that work for them are built
5. Critical awareness about the rights of children, People Living with HIV (PLHIV), key populations and people living with disabilities in the Gambia are raised and respected.

2.2 Redistribution

Our experience in the implementation of CSP IV in the area of governance and public accountability work was challenged by a repressive regime which had little regard for human right and rule of law, and was intolerant of dissenting voices and the work of CSOs. These challenges contributed to people's inability to participate in governance, public accountability and advocacy work. The Gambia is also a high tax regime country coupled with poor utilization of tax revenue in public services. For example, household expenditure on education shows that the burden of paying for education weighs more heavily on the poor despite government's adoption of the free and compulsory education policy (2016 -2030). Similarly, in the health sector, notwithstanding the policy of free healthcare services for children, expectant and lactating mothers, a wide range of healthcare services are not readily available to people living in poverty (PLIP). The agricultural sector is still affected by poor extension services, inadequate farm inputs and implements, and weak value chain which results in

high post-harvest losses, inadequate storage facilities and limited market opportunities, even after the start of the implementation of the Gambia National Agriculture Investment Programme (GNAIP Review, 2016). With regards to its international obligations, The Gambia is a signatory to the Abuja and Maputo Declarations which commits 15% of our national budget on health, 10% on agriculture and 22% on education. However, none of these commitments have been met by the government.

The Gambia has a youthful population, with 37.6% of the population being classified as youth, according to the 2013 Census. In addition, the youths have a very high unemployment rate of 61.7% (The Gambia Integrated Household Survey 2015/2016). 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. To reap the benefits of a youth dividend the government must invest in youth development programmes otherwise the growing youth population can turn out to be a liability to national progress.

The development agenda and commitment of the current government presents a lot of opportunities for work in governance and accountability. As a result, BReS will focus on building the agency of PLIP to engage government to deliver on the commitments previously made and the relevant Sustainable Development Goals (SDGs). In this regard, we will

engage government on issues we work on, promoting sustainable agriculture, promoting rights in School, health system strengthening, civic participation, social accountability and others ills that affect our target communities and populations.

The implementation of CSP IV has accorded AAITG experiences in the promotion of civic participation and quality public service delivery for PLIP. We have also worked with the NCCE and The Association of Non-Governmental Organisations (TANGO) on awareness-raising around voter rights education, women's participation in elections, and series of dialogues with policy makers on the 1997 constitution, elections, women's representation, participation in decision-making and other governance processes. In partnership with the African Centre for Democracy and Human Rights (ACDHR), mediation centres were established that encouraged and promoted the use of alternative dispute resolution methods in an attempt to make justice easily accessible to the community members, particularly women and girls. On tax justice, AAITG has promoted citizen's participation in local governance decentralization at Kuntaur Area Council which resulted in increased community participation in the Council's budgetary process.

AAITG worked with other CSO partners to build the capacity of the National Assembly Members on Economic Literacy and Budget Accountability for Governance (ELBAG) to enhance the ability to perform their oversight functions of ensuring participatory budgeting and

monitoring of projects implementation. This has led to increased community participation in budgetary processes and follow-up.

Given our experiences and gains made, we will continue to implement PRS, engage and advocate for the revitalisation of the primary health care system, continue to HIV&AIDS advocacy work, promote the implementation of the health, education and the agriculture and natural resources (ANR) policies and fulfilment of commitments made at international level regarding these sectors. We will scale up advocacy for public-private partnership on youth employment. AAITG and partners will reinforce advocacy with PLIP to hold government to account on the implementation of these commitments.

During the implementation of BReS, AAITG will commission knowledge generation and learning through research on public sector policies and services for evidence base programming and advocacy. We will further strengthen capacities in social audit and accountability for PLIP to demand effective and efficient public policies and service delivery. In the same vein, we will mobilize our partners to increase their involvement in efforts to mobilize resources for them.

2.2.1 Programme Ambition

Achieve Quality, Gender-Responsive Public Services, transparent and accountable public resource mobilization and management by government.

2.2.2 The Change we want to see

It is anticipated that by the end of the strategic period we will see pro-gender responsive policies and laws in place that strictly guide practice on public resource mobilization and distribution with clear evidence of impacts on public services such as Education, Health, Agriculture etc. with full participation of people living in poverty. Specific changes expected in the first half of the strategy are:

1. Capacities of 50 CSOs including media organizations in social accountability are strengthened
2. Capacities of 100,000 PLIP in civic rights, social accountability and advocacy are strengthened
3. Existing policies and laws are reviewed and become more gender responsive with full participation PLIV particularly with women and youth
4. Citizen actions are mobilized and supported for public sector accountability in resources mobilizations including tax generation and distribution towards public service delivery
5. Researched evidences are available for evidence based programming and advocacy on both existing and new areas of work on accountability of public policies and service delivery
6. Youths and their movements are strengthened and are engaged in decision making on issues that affects them including education,

skill development, employment creation, reorientation and civic education etc.

2.3 Resilience and Emergency Response



Climate change, environmental degradation, and unsustainable farming practices have contributed to recurrent floods, droughts, bush fires, wind storms and pest & diseases outbreaks. These result in an increased in food insecurity which affects the lives and livelihoods of people living in poverty and disproportionately impact on women. The vulnerability of affected populations is further entrenched by the structural inequalities, gender discrimination and unequal power relations. Disaster and emergencies increase the burden of women's unpaid care work which is exacerbated by their limited control over productive resources such as land and participation in decision making.

The Government has established the National Disaster Management Agency (NDMA) in 2008 by an Act of Parliament, responsible for coordination of national disaster and emergency response. However, this coordination mechanism is challenged in delivering its mandate

due to limited availability of public and private financing to fully implement the National Disaster Strategic Plan. As a result, the Agency's interventions have mostly been reactive rather than proactive.

Resilient communities require peaceful social political and cultural cohesion with supportive local and central government. The 2016 presidential election in the Gambia has created tensions within and between communities that requires high political will at state level and support of all key stake holders to address it. ActionAid and partners will capitalize on its rootedness in communities to support them realize the power of unity and making their government accountable and responsive to their needs. AAITG will engage the Truth, Reconciliation and Reparation Committee (TRRC) and other relevant national processes to ensure continued stability and peace.

CSPV will continue to build women's leadership as first responders during disaster response and resilience building, while aiming to change cultural norms in the long term. We will also mobilise partners and communities to advocate for gender responsive policies, raise individual and collective consciousness of their rights and skills in power analysis to hold government and other agencies accountable in delivering disaster responses.

Our experience from CSP IV showed that PLIP, smallholder farmers in particular, have developed diverse adaptation strategies and coping mechanisms, some of which are harmful to our environment.

ActionAid will consolidate the experience gained from implementation of CRSA in CSP IV to scale up and promote other initiatives to diversify livelihood skills and income sources for PLIP.

In our advocacy drive for accountability and dignified emergency responses, AAITG will promote shifting Power and Women-leadership in all stages of disaster risk reduction. We will prioritise interventions that support the use of available resources in communities during emergency responses. Our experience has shown that cash transfers, for example, provided individuals and families with the dignity and autonomy to spend the money based on the most pressing and diverse needs (CRS, AAITG & CU, 2016). We will explore the opportunities presented by the digital revolution to create awareness, raise funds, respond to disasters and share our experiences.

2.3.1 Programme Ambition

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.

2.3.2 Changes we want to see

It is projected that by the end of this strategy women and youth will have improved access to land and productive resources. Communities will become more resilient to climate change and disasters, Small Holder Farmers will regain their food sovereignty and the occurrences of disasters will be brought to the bear

minimum. Therefore during the strategic period some of the core changes we will see are:



Ara Jobe, CRSA farmer in Kerr Layne, CRR

1. Sixty thousand small-holder farmers are enabled to adopt a Climate Resilience Sustainable Agriculture (CRSA) and livelihood diversification and state's support for climate justice is improved

2. Comprehensive Disaster Risk Reduction (DRR) programmes and strategies are adequately supported by state

3. Women's leadership is achieved in disaster management, and 20,000 PLIP are empowered to demand accountability in disaster and emergency response

4. Communities' resilience to other hazards and shocks are strengthened comprehensively

5. Cohesive and peaceful and peaceful environments are created in communities and food sovereignty is achieved



Foday Sowe, CRSA farmer in Annis kunda, CRR

3 Approach



**16 DAYS OF
GENDER BASED VIOLENCE**
Theme: Firm Peace In The Home to Peace In The
End RM, Child Marriage And Sexual Violence

3. Approach

Human Rights Based Approach (HRBA) to development remains our main method thus far, and we will continue to apply it to deliver the aspirations of BReS. A key principle of this approach is to strengthen the agency of people living in poverty. This will be applied through our Apexing model which means harnessing the collective agency of people living in poverty and exclusion to demand social justice and gender equality. Partnership, Networking and Coalition building will be further scaled up at community, national and international levels to obtain the necessary voice and space for policy-influencing. We will continue to build the capacities of local organizations of people living in poverty, CSOs, and NGOs on feminist leadership concept and HRBA to deepen their understanding

of unequal power relations and all its manifestations with a view to taking action to ensure that justice prevails at all times. Participatory Analysis and Awareness-raising, advocacy, policy Influencing and campaigns will be further strengthened to sustain and expand on the gains already registered in CSP IV. We will continue to engage and participate in the international platforms and other AAI processes for shared learning and mutual support. We will build our capacity in research and carry out social research to generate evidence for learning, evidence-based programming, campaign, advocacy as part of our policy-influencing work. Finally, we will work with government and other stakeholders to shape the agenda for the on-going dialogue and policy development processes that are charting the way forward for our country after 22 years of dictatorship.



4 Organisational Implications



4. Organisational Implications

The implementation of CSPV will require transformation within AAITG to ensure organizational relevance and make better impact on the lives of people living in poverty. This will involve improving on appropriate capacities, (human and financial) to diversify funding sources, improving financial management, and determining suitable technology and their sustainable use to document and communicate our impact. In addition, AAITG will develop an organizational culture and structure that is effective and efficient to enable us deliver on the aspirations of the CSP with systematic quality assurance to evidently monitor and evaluate our impact at all levels.

4.1. Organizational Priority 1: Diversification and Improvement of Our Fund Portfolio

As we continue to be challenged with donor fatigue, changing priorities, financial crisis and stiff competition for resources, financing our work is becoming increasingly difficult. As a result, we will strive to be more agile and innovative in using information technology in our fund-raising efforts. We will reposition ourselves as a strategic partner by raising our profile through the use of appropriate information technology and approaches. We will improve on the quality and efficiency in the delivery of our services to satisfy and retain our valued supporter base. Our local resource allocation policy will be updated and aligned to the AAI Resource Allocation Framework (RAF).

We will develop fundraising systems that will make us more effective and enhance our competitiveness and ability to raise the kind of income required to deliver the CSP goals. With those we will certainly see financial suitability and funding to deliver on the aspirations of theBReS.

4.2. Organizational Priority 2: Efficient and Effective Financial Management Systems

Effective and efficient financial management and internal control systems will be developed to ensure prudence, accountability and transparency for organizational sustainability. We will continue to improve our local financial management framework and put in place a robust and flexible system that will cater for the financial needs of the organization and partners. Valuing our implementing partners, performing regular capacity assessments and supporting them to build their capacities in financial management will remain a top priority. To ensure mutual accountability and compliance, we will improve on the comprehensiveness of our memorandums of understanding (MOU)s, and continue to implement programmes with a close financial monitoring and auditing of our partners and operations at all levels. This way enhance prudence will be obtained and financial management reputation of AAITG will stand the test of time.

4.3. Organizational Priority 3: Harnessing the Power of Technology

Using technology to document and communicate our work has now become a necessity more than ever. AAITG will invest in this area by acquiring the latest tools as well as building staff capacity in the use of such technology and its applications. The use of technology in programme work will be promoted both internally and for partners to adopt to ensure that we remain connected and engaged with processes at all levels. We will communicate and document our work in a way that will enhance our visibility, support fundraising efforts, and better showcase the impact of our work.

4.4. Organizational Priority 4: Create a Sound Organisational Structure and a Strong Team

To ensure deliverability of the strategy, we will need to have an engaged workforce within an agile organization that is responsive and adaptive to changing context. We will continue to implement through partners in order to operate a flatter structure that enhances timely decision making. We will achieve an engaged workforce through competitive recruitment, remuneration, and capacity building, and by creating secondment opportunities.

The concept of feminism will figure prominently in this strategy. We will support a culture that imbibes the values, principles and practices of this concept. During the strategy period, we will be guided by the

feminist and Human Rights Based Approach to deepen our analysis of power relations to bring about gender equality and women's empowerment within AAITG itself to show that we practice what we preach. We will seek to improve our gender ratio at governance and management levels and make our workplace sensitive to the special needs of our female staff.

4.5. Organizational Priority 5: Quality Assurance and M&E systems

Robust monitoring and evaluation (M&E) systems that are responsive to the needs of the organization will be developed for measuring impact and ensuring programme quality and accountability. Obtaining the requisite capacity to maintain this will be a key priority in the delivery of this strategy. AAITG will therefore invest in developing capacities of staff, partners and systems to enable them support data generation, analysis, reporting and documentation of impact using the DHIS2 and other databases to monitor and evaluate the impact of our work.



4.6. Organizational Priority 6: Strengthening Governance

The effective implementation of BReS requires an engaged oversight structure and system that guides management strategically, whilst active in the governance processes at federation level. To this end, will strive to strengthen capacities of Board and GA members and conduct regular self-assessments exercises in line with federation requirements. We will continue to monitor and maintain gender ratios at both board and GA levels. A regular review of governance systems and policies will be applied to ensure compliance at all times and at all levels.



AAITG Board Chair



2017 AAITG Staff retreat

5. ANNEXES

5.1. Income and Expenditure Projections

Year	Year End Links					
2017 (Base Year)	8,369					
2018	8,321					
2019	8,082					
2020	7,741					
2021	7,315					
2022	6,907					
Category	000 2018	000 2019	000 2020	000 2021	000 2022	000 2023
Regular Giving						
Next step	832.49	832.49	832.49	749.24	726.77	704.97
CS UK	131.58	131.58	131.58	118.42	114.87	111.42
CS Italy	120.40	120.40	120.40	108.36	105.11	101.95
BS Italy	56.14	56.14	56.14	50.53	49.01	47.54
Brazil/Others	-	-	93.87	84.48	81.95	79.49
Sub-Total	1,140.61	1,140.61	1,234.49	1,111.04	1,077.71	1,045.38
Partnership						
Global Fund	485.46	470.09	550.93	461.18	446.58	523.39
EU Womens Right	134.36	74.65	89.57	127.64	70.91	85.10
Amplify Change	141.08	78.38	94.05	134.03	74.46	89.35
GBV	299.15	166.20	199.43	284.19	157.89	189.46
EU AER						
Sub-Total	1,060.05	789.31	934.00	1,007.05	749.84	887.30
Total Income	2,200.67	1,929.92	2,168.48	2,118.08	1,827.55	1,932.68
Expenditure						
Direct Program Cost	1,511.33	1,321.81	1,488.80	1,456.44	1,253.85	1,328.20
Staff Cost	431.81	377.66	425.37	416.12	358.24	379.49
Administrative Cost	215.90	188.83	212.69	208.06	179.12	189.74
Capital Expenditure						
Total Expenditure	2,159.04	1,888.29	2,126.86	2,080.62	1,791.22	1,897.43

5.2. Risk Matrix

ANNEX 3: Risk Matrix for AAITG CSPV (2018-2023)						
Risk/risk categories	Impact (H/M/L)	Probability	Risk Owner	Current action/policies	Planned actions	Residual risk (H/M/L)
Program Ambition PA1 PA1, build a society with empowered women, youth and children that is free of violence and injustice,						
Patriarchy & other Socio-cultural practices giving rise to: <ul style="list-style-type: none"> Unfavourable land tenure system; limited involvement of women in decision making processes and ownership of productive resources; child marriages; low literacy and awareness of rights 	H	H	HOPP	<ul style="list-style-type: none"> Community sensitization for behaviour change through Reflection Action Circles; Women's rights awareness creation through seminars, meetings and radio & TV talk shows; Campaign on GBV at national level. Women's Amendment Act 2015; Children's Act 2005 	<ul style="list-style-type: none"> Continue campaign on GBV and women economic empowerment Continuation of Child rights & protection awareness creation. Behaviour change programme through Reflection Action Women's land-rights campaign Implementation of PRS in schools Engagement with NAMs for review of Women's Amendment Act 	M
Stigma and discrimination against PLHIV	M	M	Program Manager	<ul style="list-style-type: none"> Existence of national Stigma reduction strategy Anti-stigma and discrimination campaigns Existence of HIV prevention & control Act 2015 	<ul style="list-style-type: none"> Review national stigma reduction strategy Promotion of HIV prevention and control act nationwide Continuation of IEC/BCC activities at community through RA Circles 	L

Program Ambition PA2	Achieve Quality, Gender-Responsive Public Services, transparent and accountable public resource mobilization and management by government					
Migration mainly given rise to by limited skills of youth, climate change effects, unemployment, low investment in agriculture, etc.	H	H	Programme Manager	<ul style="list-style-type: none"> • Research of youth irregular migration • National migration policy 	<ul style="list-style-type: none"> • Use research report for advocacy and youth empowerment • Popularisation of the national migration policy • Youth capacity building on livelihood skills 	M
Land grabbing due mainly by the emergence real estate companies	M	M	HOPP	<ul style="list-style-type: none"> • ANR Policy • Land policy • Land rights campaign • 	<ul style="list-style-type: none"> • Review the land tenure research report • Land rights campaign for small holder farmers, especially women • Promote implementation of the Maputo Declaration 	M
High and inappropriate utilisation of tax revenue	H	M	ED	<ul style="list-style-type: none"> • Training of communities on ELBAG • Interface dialogue between LGAs and communities on tax generation and use • Use of community score cards for monitoring of public services • Existence of Local government act and decentralization policy 2002 	<ul style="list-style-type: none"> • Advocate for government's increase in education financing • Continue interface dialogues with LGAs, use of community score cards and training on ELBAG • Review of the decentralization policy 	M

High youth unemployment and limited skills	H	M		<ul style="list-style-type: none"> • Existence of National youth policy • EMPRETEC – youth entrepreneurship training • Existence of Youth empowerment project (YEP) 	<ul style="list-style-type: none"> • Youth empowerment project (entrepreneurship, leadership skills) • Support youth skills development 	M
Program Ambition PA3	Secure resilience of communities to climate change and attain food security, climate justice, comprehensive disaster prevention through the agency of people living in poverty					
Climate change, environmental degradation and inappropriate farming practices	H	H	Program Manager	<ul style="list-style-type: none"> • Existence of climate adaptation policy 	<ul style="list-style-type: none"> • Training & capacity building on DRR • Support/facilitate timely communication of early warning signs & weather reports through community radios and other medium • Continue collaboration with NDMA and other stakeholders in disaster management & response initiatives 	M
Labour intensive nature of CRSA limiting ability to scale up	M	M	Program Manager	<ul style="list-style-type: none"> • Capacity building on CRSA • ANR policy 	<ul style="list-style-type: none"> • Awareness creation and training on sustainable agricultural practices • Advocacy for more investment in CRSA by government 	M

Poor extension services	H	H	Program Manager	<ul style="list-style-type: none"> • Advocacy on reinvestment in agriculture(Maputo declaration) 	<ul style="list-style-type: none"> • Advocacy on the Revitalization of the extension services • Work with other NGO and FAO to support the revitalization of extension services 	M
Financial						
Global decline in development funding impacting on partnership and regular giving income	H	H	Head of fund raising and CS.	<ul style="list-style-type: none"> • Capacity building on high value fundraising • Existence of fundraising policy 	<ul style="list-style-type: none"> • Development and submission of concept notes • Quality CS reports • Review fundraising strategy 	M
The impact of AAI Resource Allocation policy on AAITG financial sustainability and fundraising opportunities	H	H	ED	<ul style="list-style-type: none"> • Resource allocation framework • Strengthening of the policy raising capacity of AAITG and partners 	<ul style="list-style-type: none"> • Develop financial sustainability plan • Renegotiation with GS on deferral/ reduction of NS derestriction and international contribution • Monitor and rebuild of reserves • Redesign of organisational structure for effective and viable CSP delivery 	M

Inability to adequately invest in fundraising due to reduced income	H	M	ED	<ul style="list-style-type: none"> • Cost cutting measures on admin related costs • Improved management of sponsors and donors 	<ul style="list-style-type: none"> • Review donor market and develop a donor recruitment strategy • Review and align fundraising strategy to new CSP • Engage and strengthen relationship with Funding Affiliates to explore new funding opportunities 	M
Organisational: Impact of organisational restructuring on staff morale and performance, and organisational effectiveness and ability to deliver CSP	H	H	ED	<ul style="list-style-type: none"> • Planed for careful conduct of the restructuring processes to ensure staff morals are not significantly affected. • Planned to redeploy some staff to the LRP instead of redundancy 	<ul style="list-style-type: none"> • Make adequate provision for cost of redundancy • Establish a change management strategy • Negotiate with Board and GS on reserves drawdown to fund the cost of Head Office redesign 	M

**Traditional Communicator
in Jarra Soma, LRR**





**STIGMATISING PLHIV
MAKES THEM FEEL
REJECTED AND ISOLATED**

**STIGMATISING PLHIV
MAKES THEM FEEL
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CSP-V 2018 - 2023

ActionAid International The Gambia (AAITG) was established in 1979 and is an Affiliate of ActionAid International (AAI) - a global justice federation fighting for social justice, gender equality and poverty eradication. AAITG develops a Country Strategy Paper (CSP) every five years to guide its operations.

BReS will guide the operations of AAITG for the next 5 years (2018 – 2023). The implementation of the previous Country Strategy Paper (CSP IV) has offered great opportunities for AAITG to deepen its work and programming using the Human Rights Based Approach (HRBA). We will further strengthen that with the implementation of BReS during the next six years.



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