

STRATEGIC PLAN 2014-2019



Senegambia



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CONTENTS

SUSTAINABLE AND DIGNIFIED LIVES	5
The Problem	5
Our Solution	6
EXECUTIVE SUMMARY	6
Why	7
Where we will work	7
How	8
What's needed	8
People, systems & resources	8
THE LAST 21 YEARS	9
Our Success	9
Our Challenges	16
What makes us unique	17
Lessons from our past	17
WHERE WE ARE GOING	19
Why	19
Where we will work: a long term presence	19
The sub-region:	20
How: Our Strategies	22
What:	24
Developing people systems and resources	26
People	26
Systems	27
Resources	27
Financing	27
Partners	27

SUSTAINABLE AND DIGNIFIED LIVES

The Problem

- TRADITIONAL RESILIENCE IS BEING UNDERMINED — by poverty, climate change, and lack of knowledge (eg about nutrition). Society is changing rapidly and for most, exiting subsistence is what they desire. But many remain trapped in poverty and depend on their own communities, natural resources and knowledge to survive. Vulnerability for the poorest is very high. Humanitarian crises have become the norm across the region.
- RURAL PEOPLE HAVE NOT BEEN ABLE TO ACCESS THE LIVELIHOOD OPPORTUNITIES that are there. They lack access to finance to take up irrigation, lack technical knowledge and sustainable connections to markets to enable them to exploit existing and growing demand for agriculture and other products. Many of the urban poor are exiting agriculture and have emigrated out of rural areas.
- WEAK ORGANISATIONS WITH POOR GOVERNANCE ARE NOT ABLE TO RESPOND to the needs of the poor at the scale required. Services are scattered and unsustainable. Government is often weak and lacks strong engagement with the people they are meant to serve.



Our Solution

WE BELIEVE IN SUSTAINABLE AND DIGNIFIED LIVES IN AN ENVIRONMENT OF PEACE.

- MORE RESILIENT LIVES (INCLUDES CU GLOBAL AIM 1 & 2) — while some are stepping out of poverty we need to make sure those who are left behind are supported and have the ability to meet their basic needs now and in the future. We need to protect and restore the natural resource base (soils, forests, biodiversity and water) and empower the poor and rural communities to maintain control over those resources and manage them sustainably. We need to link nutritional health to agriculture and to agro-biodiversity.
- PEOPLE WITH SUSTAINABLE LIVELIHOODS — ‘stepping up’ and out of poverty (part of CU Global Aim 1). Proven transition paths out of poverty need to be taken to scale. These need to benefit small farmers and entrepreneurs. Using a value chain approach we can provide solutions to finance, markets and technical training for women and men farmers.
- STRONGER LOCAL LEVEL GOVERNANCE — poor people need stronger local organisations, stronger businesses that they can run or connect with in positive ways, stronger and more connected and decentralized government. They need to work together in innovative networks and partnerships to deliver relevant and sustainable local solutions and to ensure their voices are heard. Government needs to be closer to the people – attempts at decentralization have had mixed success and need to be pushed further. People need the skills and institutions to engage with government and the private sector (part of CU Global aim 3).



Why

OUR VISION is a world where justice, dignity and respect prevail for all.

OUR MISSION is to work in partnership to challenge poverty and inequality. We support practical actions that enable people to improve their lives and shape their own futures.

OUR GOAL FOR SENEGAMBIA — we believe in sustainable and dignified lives and lasting peace.

Where we will work

- The Gambia
- Senegal — a strong continuing focus on Casamance/Ziguinchor region, expanding to other regions
- Guinea Bissau
- West Africa region — building links with country programs first in Guinea and exploring connections with Ghana and Nigeria.

Source: <http://commons.wikimedia.org/wiki/File:Un-senegal.png>



How

To achieve our aims we carry out projects that involve the following eight strategies:

1. Effective Partnerships
2. Innovation
3. Community Empowerment
4. Networking
5. Capacity building
6. Market approach
7. Restoring and protecting the environment
8. Social dialogue for peace.

What's needed

- Resilience
- Sustainable livelihoods — stepping up and out of poverty
- Stronger local governance.

People, systems & resources

- Core team — committed and capable
- 20+ diverse partners
- Offices — in Banjul & suboffice in Dakar and later Bissau
- More staff capacity building and training; gender balance in staffing
- A country program knowledge management system; integration into GreenTree; efficient and resilient ICTs; organisational procedures followed
- A broad funding base of US\$1.5 million+ per year: 2-3 large projects taking proven learning to scale, 3-5 medium projects, smaller projects for co-financing or piloting new ideas.

THE LAST 21 YEARS

Our Success

WE PIONEERED HORTICULTURE INDUSTRY DEVELOPMENT by training thousands of mostly women farmers in The Gambia and Casamance, leading to increased productivity, availability, consistency and diversity of vegetables in markets, increased employment, the establishment of *Gambia Is Good* — a social enterprise trading fresh produce which has since spurred increased competition and diversity of intermediaries supplying urban and tourist markets with Gambian produce. Urban horticulture methods have been demonstrated.

COMMERCIAL LOANS AND BUSINESS PLANNING look like having great potential for farmers to access solar irrigation and best practice farming methods.

CAPPED WELLS FOR WATER have reduced mortality in villages and WASH programs have improved hygiene practices.

There has been some level of socioeconomic development in the Casamance and our partners were able to contribute to growing peace efforts.

WE HAVE PIONEERED COMMUNITY PROTECTION OF FORESTS and brought forest management onto the agenda. Women have registered their lands.

WE SUPPORTED VICTIMS OF FLOODING IN THE GAMBIA and helped them set up structures that reduced the impact of subsequent floods on their lives. Our work in promoting DRR was recognized by government in the Gambia and has been taken to scale.

Our partners form a humanitarian assessment and response network. We are competent with needs and, more recently, impact assessments.

We've established and SUPPORTED COMMUNITY RADIO AND WATER DRILLING SERVICES.

WE FACILITATED A FARMERS MARKETING FEDERATION that has potential to be replicated.

CAPACITY BUILDING OF PARTNER NGOS — we have contributed to building a stronger, rural-based civil society. Our partners have better governance, strategies and management capacity and have been able to source their own funds. We demonstrated the potential of capacity building of local level government and social dialogue.

Meet Alieu... Alieu is 7 years old and lives in Kunkajang, Gambia. When he grows up, he wants to be a Policeman.

Alieu used to have to take a lot of time off school. He would often get stomach ache, sickness and diarrhoea. His family all washed their hands, but used the same bowl of water.

Concern Universal taught Alieu's family about hygiene and handwashing. We taught them how to build a tippy tap and how to keep water safe to drink and use.

Since using a tippy tap, Alieu's family no longer get sick. Alieu can go to school and his parents can work and look after their family, without needing to spend money on medicine.

Alieu now has lots of energy to play! When Alieu's friends come to play, he tells them all about how the tippy tap stopped them getting sick. Now his friends want to start using one too!



A young boy with dark skin and short hair is smiling broadly, hanging from a tree branch with his arms. He is wearing a green t-shirt and blue pants. The background shows lush green foliage and a tree trunk.

Health improves with TIPPY TAP

We are in the village of Kunkajang speaking with Mr Omar Jahta, who is a farmer, and his young son Alieu who is seven years old.

YOU HAVE A TIPPY TAP IN YOUR COMPOUND? Yes I have.

AND ALIEU IS USING IT EVERYDAY? Yes, Alieu is using the Tippy Tap everyday, when he is coming in for breakfast, he uses the Tippy Tap to wash his hands, after when he eat he washes his hands with the Tippy Tap also.

HOW LONG HAVE YOU HAD THE TIPPY TAP? We have it for about 8 months now.

HAVE YOU NOTICED A DIFFERENCE TO THE HEALTH OF PEOPLE USING IT? Since we have it, it helps us in the compound because it protects us from disease. Before we had the tippy tap we used to wash our hand in the same place, the whole compound used to wash their hands in the same basin. During those days we realise stomach aches, diarrhoea, people get sick and we don't know where people get this sickness. Since the time we get this tippy tap, we don't get sick, we don't have stomach ache, we don't have diarrhoea,

HOW HAS THE TIPPY TAP HELPED ALIEU? By washing his hands with this Tippy Tap it protects him from getting sick like diarrhoea and stomach ache. It protects him from that.

HAS ALIEU BEEN TELLING OTHER CHILDREN ABOUT THE TIPPY TAP? When his friends come to the compound and see his washing his hand with his Tippy Tap they would like to use the same thing. He will then explain to them that it protects people from sickness diarrhoea and stomach ache.

BEFORE THE TIPPY TAP, DID ALIEU MISS TIME OFF SCHOOL? Yes, during those days, he did get sick. He used to get stomach ache and diarrhoea, he hasn't been sick at all since we use the Tippy Tap in the last 8 months.

So he is playing a lot more now he doesn't get sick? He has plenty of energy! Now he plays anyhow he like, a long time he hasn't got sick.

WHAT WOULD ALIEU LIKE TO BE WHEN HE GROWS UP?
A Policeman!

Health improves with TIPPY TAP

We are in the village of Kunkujang speaking with Khaddy Ceesay age 42, a house wife and mother of 5. Khaddy is in the kitchen cooking Domada over a 3 stone fire.

WHAT SORT OF PROBLEMS WERE YOU FACING? A lot of problems, diarrhoea, stomach ache, virus from using the same dirty water to wash our hands.

WHO WAS HAVING THE PROBLEM? All of us. Kids, me.

WHAT HAPPENED IF YOU GOT SICK? There's no clinic here, we go to Gunjur which is 45 km away. We use donkey carts, bicycles or we walk then every 20 minutes stand and wait then walk another 10-15 minutes then stand and rest until we reach.

AFTER THE TIPPY TAP IS HERE, HAVE YOU SEEN THE PROBLEM REDUCE? The problems have been reduced and it makes a difference.

WHAT WOULD HAPPEN IF KHADDY GOT SICK? In our tradition, the women cooks and if she cannot cook, we have to ask a neighbour to help. Or we call our sisters or ask a daughter to look after her.

HAS THE TIPPY TAP INCREASED YOUR PRODUCTIVITY? It makes a lot of difference, it has given us good health condition and stops us from having stomach aches and pinchings.

WAS IT DIFFICULT TO GET THE CHILDREN USED TO USING IT? Yes it was, when it was new. Now they are used to it because they know the difference. So now it's normal.

WHO VUILYT HTHE TT? They give us some materials like chlorine and soap and then we emulate what they taught us and we put it in the ground. You see they are helping us, if somebody is helping you, you also try to help yourself. Because it's helped me from not giving money to go to hospital or medication.

THAT'S A GOOD POINT. IT'S SAVED THE EXPENSE OF PAYING TO GO THE CLINIC AND MEDICINES? We are very happy and appreciating of what TARUD and Concern Universal are doing. They are doing very wonderful things to us. To me as a Father, I really appreciate all the efforts they have been doing. I can not emphasise how happy I am. From the bottom of my heart, I thank all the contributors. Thank you all.

WHAT DO YOU DO FOR DRINKING WATER? We have three different cups, sometimes when we use wpine we have a 20l container and we never put it inside. Some people don't handle the cup properly and handle it however they want. If they put the cup in the water (Water contamination demonstration)

We have a stopped using the stone pot as they are not hygenic so use jerry cans to bottle the water from the water borehole just outside. We use chlorine in our drinking water and it tastes nice!

Khaddy is working hard in the kitchen. We're in the smoky kitchen. Next step is a nice fire!



Meet Khaddy... Khaddy is a housewife and mother of 5. She lives with her family in Kunkujang, Gambia. We spoke to her while she made domada (stew) in her kitchen.

Khaddy and her husband Bala explained that they used to suffer a lot from diarrhoea, stomach ache and viruses. All of the family were suffering. When Khaddy got sick, she would have to ask one of her daughters to take care of the family, which left no time for school or play. If Bala was sick, he could not work, so there was no income to support them.

As there is no clinic nearby, they would have to travel 5 km away. If they could afford to, they would pay to travel by donkey cart or a bicycle. If not, they would walk, then rest, then walk, then rest- all the way to the clinic and all the way home. They also had to afford medicine, which is expensive and left them struggling to cope financially.

Concern Universal taught them about water contamination. Instead of dipping a cup into a bowl of water, they use a different cup to transfer the water. They have stopped using unhygienic stone jugs and instead use clean plastic jerry cans with a lid, and they have started to purify their water.

The biggest difference the family have seen is using their tippy tap. Concern Universal taught them how to make one from simple items- a plastic bottle, string, soap and sticks. The family made their own and started using it. They soon found that they no longer suffered from illness. The family were keen to use all the techniques to keep them well, because "if somebody is helping you, you also try to help yourself."



Meet Wuday... Wuday is a sixteen-year-old schoolgirl living in Kunkujang, Gambia.

Wuday's family often got sick with stomach ache and cholera, but they couldn't understand why. Sometimes they would have to visit the health centre. It's a long way to walk when you are ill, and medicine is expensive.

Wuday would take time off school if she was sick, or she would have to take care of other family members and do household chores instead of going to school.

Concern Universal taught Wuday's family about hygiene and how to make a tippy tap using simple resources like a bottle, some sticks, soap and string. They also learned how to prevent illness by washing their hands in clean water, instead of sharing water in a bowl.

Now the family uses the Tippy Tap to wash their hands and there is a lot less sickness. This means Wuday can attend school more often and get a good education. Everyone who visits her family uses the tippy tap and she tells her friends how good the tippy tap is.

The Tippy Tap also conserves water, so it's less work to get a supply from the borehole in the village.





Health improves with TIPPY TAP

We are in the compound of 16 year old schoolgirl named Wuday. Here father is the headmaster of the Kukujang nursery school. She goes to Kajube school.

HOW LONG HAVE YOU HAD THE TIPPY TAP? WE have had the tippy tap for one year.

AFTER THE TIPPY TAP IS HERE, HAVE YOU SEEN THE PROBLEM REDUCE? The Tippy Tap prevents sickness and stomach problems. Since the Tippy Tap has been here we have had less people with sickness.

It prevents sickness and stomach ache and cholera. Since they started using this and washing their hands it prevents a lot of sickness in the compound.

HAVE YOU BEEN SICK SINCE THE TIPPY TAP HAS BEEN HERE? It's been a long time since I was sick since we started using the Tippy Tap.

DO YOUR FRIENDS AT SCHOOL HAVE A TIPPY TAP? Some do have them.

DO YOU TELL YOUR FRIENDS THAT THE TIPPY TAP IS GOOD? Yes.

WHO USES THE TIPPY TAP? There's 16-20 people who live here. Everyone here uses the Tippy Tap.

Our Challenges

Sustaining financial resources and meeting growing demand has been challenging. Slow program growth and limited funding opportunities have meant we have not been able to take many successful approaches to scale. We have not had staff based in Casamance or other parts of Senegal until recently, and so missed opportunities there.

Our awareness programs lacked a wider scale communication network and plan. DRR work needs to be better linked to climate change adaptation action. Shorter projects have less impact.

We could do more alliance building and networking to scale-up learning and to link aspects of our work. Partners need more skills in advocacy, social accountability and communication from CU. They need better equipped offices and resources to carry out their work.

Mixing grants and loans and inconsistent messages and follow-up have created confusion in livelihoods work and led to low repayment rates.

Sustaining approaches to agriculture such as provision of free inputs is in question. The drudgery of agriculture remains a challenge — our attempts to use appropriate technology for low cost irrigation did not succeed.

Market opportunities remain challenging. We need better evidence of impact. We are learning from our social enterprise experiences. Soil fertility and biodiversity is declining.

Health and nutrition are declining — we have not responded well to these challenges and need to do more. We didn't link production with consumption of a healthier diet and have not done much education about the needs for children's nutritional health. We need to focus on urban livelihoods.



What makes us unique

INNOVATION — our decentralised structure allows us to innovate and respond directly to local needs and opportunities.

PARTNERSHIP are at the core of our approach — all our work builds on and adds capacity to local peoples' organisations.

A LONG TERM PRESENCE in the countries and communities we work in.

Lessons from our past

- TAKING CLIMATE CHANGE from awareness to adaptation
- GENDER — our goal of increasing female nationals in programme staff of CU and partners needs more attention
- TECHNOLOGY TRANSFER — needs a long term, integrated approach with pilot technologies before going to scale
- MICROFINANCE AND LENDING — needs to be on business/MFI terms — not project-based or project-distorted
- SOCIAL ACCOUNTABILITY TOOLS FOR COMMUNITIES — to hold power holders to account — is powerful and we need more of it
- GROW THROUGH OUR PARTNERS — avoid direct implementation, which we have sometimes veered toward
- SUSTAINABLE SOLUTION — using the market to deliver solutions where ever possible — moving away from handouts
- CAREFUL SOCIAL PROTECTION PROGRAMS and cash transfers work
- PEACE BUILDING using a livelihoods approach is effective and addresses drivers of conflict (poverty) as well as peace
- COMMUNITY FOREST PROTECTION linked to forest livelihoods — strengthening the economic reasons to protect forests.



Koudioubé Forest Festival

Casamance, Senegal 2014

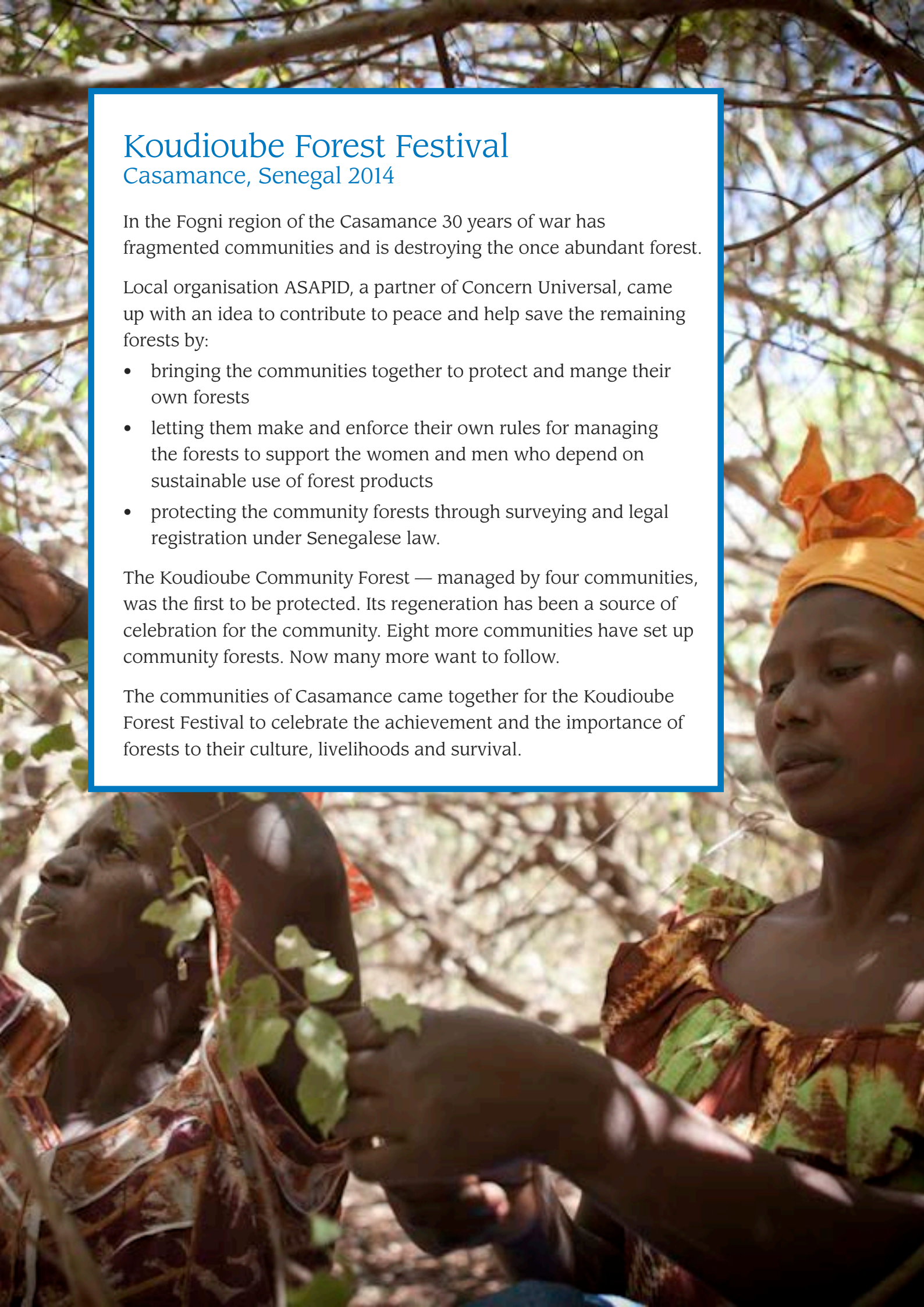
In the Fogni region of the Casamance 30 years of war has fragmented communities and is destroying the once abundant forest.

Local organisation ASAPID, a partner of Concern Universal, came up with an idea to contribute to peace and help save the remaining forests by:

- bringing the communities together to protect and manage their own forests
- letting them make and enforce their own rules for managing the forests to support the women and men who depend on sustainable use of forest products
- protecting the community forests through surveying and legal registration under Senegalese law.

The Koudioubé Community Forest — managed by four communities, was the first to be protected. Its regeneration has been a source of celebration for the community. Eight more communities have set up community forests. Now many more want to follow.

The communities of Casamance came together for the Koudioubé Forest Festival to celebrate the achievement and the importance of forests to their culture, livelihoods and survival.



WHERE WE ARE GOING

Why

We believe in sustainable and dignified lives (and in peace).

Where we will work: a long term presence

KEY STRATEGIES	GAMBIA	SENEGAL	GUINEA BISSAU	GUINEA & BEYOND
Resilience	X	X	X	X
Livelihoods - stepping up and out of poverty	X	X	X	X
Capacity building — upholding rights	X	X	X	X

KEY: X Most focus X Medium focus X Less focus



The sub-region:

West Africa has been part of the phenomena labelled by UNDP '[the rise of the south](#)' over the past 10 years, with strong economic growth and some major achievements in health, education and income growth reflected in progress on some, but not all, MDGs. Yet poverty and inequality remain very high and looming environmental and climate change challenges could undo the gains. All the focus countries are LDC's and Guinea Bissau is a [fragile state](#).

GAMBIA

165/187 HDI, 5.3% growth rate shows promise. Maternal and child nutrition and health outcomes have stagnated over the past 10 years. As a result, maternal mortality rate as well as the mortality rate for children under-five in The Gambia is high and lags behind several nearby countries. There is high dependence on imported food. The country doesn't have the capacity to respond to major shocks.

SENEGAL

154/187 HDI increasing two places, 3.5% growth rate. Senegal aspires to be a high middle income country by the next decade but has been stuck in a low-growth equilibrium since 2006. However, Senegal is one of the most stable countries in Africa, and has considerably strengthened its democratic institutions. A total of 47.6% of its population lives in poverty and 15% of that total lives in extreme poverty. There was no significant reduction in poverty between 2006 and 2011. Agriculture is seen as having strong poverty reduction potential, as is the resolution of the Casamance conflict. Climate change may well undermine many of these development gains, as may deforestation in Casamance.

GUINEA BISSAU

176/187 HDI (down 3 places) 3.5% growth. In 2012, a military coup reversed social and economic gains and once again pulled the country into a political and economic crisis. Following an ECOWAS-brokered dialogue, a transitional government was established on May 16 2012, followed in June 2013 with international mediation, and an inclusive government was formed with a roadmap to hold elections and resume constitutional rule. The elections were held successfully in 2014, bringing cautious optimism. Transitioning from a conflict-prone state to that of a viable modern state is perhaps the biggest challenge the country faces today.

WIDER WEST AFRICA REGION

Our focus is on building links with CU country programs in Guinea, and possibly Ghana and Nigeria. CU Guinea has a strong focus on non-timber forest products and M4P approaches — greatly relevant to the other countries and there is good potential to build on Francophone expertise and networking.



How: Our Strategies

1. EFFECTIVE PARTNERSHIPS

Significant and sustainable change will only happen if we can harness the collective knowledge, skills, resources and motivation of a wide range of actors, starting with community level partnerships, local CBOs and NGOs, local and regional governments, private sector and regional organisations. Partnership is when two or more groups with similar objectives work together based on collaboration, respect, knowledge and information sharing.

2. INNOVATION

Adding value through creative thinking, learning from experience, best practice and new knowledge generation, to find new solutions and efficient ways of working and creating change. Promoting innovation includes endogenous development, and supporting structures and process for local knowledge and innovation to be expanded into wider development. An innovation approach allows us to pilot and assess new ideas, then if they are proven, to take them to scale through uptake projects.

3. COMMUNITY EMPOWERMENT

We believe in empowering communities to demand services and rights and to hold powerholders to account, and raising peoples' voices through tools such as social accountability. We aim to give communities a voice, both in our direct work and through empowerment. We take a holistic approach to development by building on community as well as individual capabilities and resources to tackle poverty. Empowerment includes putting communities and beneficiaries in lead roles in all stages of our work (planning and designing, implementation, monitoring and evaluation).

4. NETWORKING & EXCHANGES OF EXPERIENCE

The coming together of like minded and/or complementary institutions allows us to plan, manage resources, share best practices and/or create linkages for the attainment of a common goal. The connections between people and the transfers between them of knowledge, ideas, information and opportunities is the invisible 'glue' that makes development possible. This ranges from farmer-to-farmer approaches through to linking marketing federations or learning from regional decentralisation of governance experiences.

5. CAPACITY BUILDING

Enhancing the required skills, knowledge, techniques, equipment, resources to individuals and groups to empower them. Achieved through training, coaching, extension services, monitoring and evaluation. This is done in order to meet expressed needs, to achieve organisational goals and to enhance institutional ability to become more effective. Capacity development is a two-way direction of learning and sharing. We have a specific focus on building the capacity of youth and women and their organisations, businesses and networks.

6. MARKET APPROACH

We aim to use market systems to target the the causes of poverty. Changes to market systems to make them more supportive of poor people to engage with markets is a strategy for systemic and sustainable change. The market approach includes: value chain mapping, engaging with the private sector as partners and stakeholders, looking beyond production to market pull, and obstacles and opportunities further along the chain of benefit to small scale farmers.

7. RESTORING AND PROTECTING THE ENVIRONMENT

The poor depend on the environment more than others. Environmental degradation can often create a vicious cycle that increases degradation as the poor struggle to survive. Our vision is to restore and protect the environment while improving livelihoods. Restoring tree cover, adding organic matter to soils, enhancing on and off-farm biodiversity is essential for sustainability. Forests and trees provide buffer against the increased drought and flooding likely with climate change. The rate of deforestation in Casamance has increased dramatically – with the timber trade to the Gambia (and export markets) increasing by at least 200% between 2002 and 2009 and continuing to the present.

8. SOCIAL DIALOGUE FOR PEACE

Social dialogue plays an important role in resolving conflict and finding lasting solutions— in particular, to ‘broaden the table’ to find ways to resolve long-running political conflicts such as that in Casamance. To bring about sustainable change, people have to develop a sense of joint ownership of the process and become stakeholders in identifying new approaches to address common challenges. In order for social dialogue to be effective, strong indigenous organisations are needed that are able to engage in dialogue processes from the community to the political level. In Casamance we build the capacity of local CSOs to engage in social dialogue for peace building and support their networking.

What:

Using our strategies, we aim to implement our three key aims by delivering projects that cover some (or all) of the following areas of change:

RESILIENCE

- Water and sanitation
- Health and nutrition — including household gardening and linking nutrition and food production
- Environmental management and sustainable use of natural resources
- Climate change adaptation
- Social protection, eg. unconditional cash transfers
- Emergency response
- Agriculture biodiversity and seed saving
- Soil fertility management — reducing dependence on external inputs and increasing choice
- Peace building through community forest management.

SUSTAINABLE LIVELIHOODS – STEPPING UP AND OUT OF POVERTY

- Economic empowerment of women
- Agricultural development — farming as a business
- Rice and staple grains production for market and food security
- Energy and agriculture
- Financial services and access to financing partnerships — reaching the poor through sustainable means
- Value chain development/M4P approaches
- Development of marketing federations/stronger cooperatives and farmer organisations
- Training and support services for young farmers
- Peace building through livelihoods
- Introduce a focus on urban livelihoods.

STRONGER LOCAL – LEVEL GOVERNANCE

- Stronger southern organisations, be that non-profit, for-profit or government, especially organisations of women, youth and small farmers
- Capacity building of local government and citizen engagement with local and other tiers of government, supporting decentralisation processes
- Strengthening umbrella and networking organisations
- Social accountability platforms and capacity building — holding decision makers and service providers to account
- Advocacy capacity building — upholding rights
- Building and supporting social enterprises and pro-poor business and value chains
- People-to-people peace building approaches, and linking livelihoods and economic development to peace.



Developing people systems and resources

Achieving this strategic plan will require investing in our organisation, particularly in our people, and in our operational and knowledge management systems. We will be part of the CU operational plan 2014-2019.

People

- Core team of 20-30 highly experienced, committed and capable staff working in a high-performance culture in which delivery to agreed standards and objectives is the norm
- 20+ partners from a diverse mix of civil society, private sector, farmer organisations and umbrella bodies
- A main office in Banjul with suboffice in Dakar and later Bissau
- A growing and strong internship program with a range of tertiary training institutions
- A higher priority given to staff capacity building and training, and to gender balance in staffing at all levels.



Systems

- A cross-country program knowledge management system
- Integration into GreenTree – organisation-wide accounts, contributing to strong financial accountability
- Improved use of efficient and resilient ICTs
- Clear and transparent organisational procedures that are well adhered to
- A HR plan to support staff development of CU and its partners
- A gender policy to support a staffing gender balance that reflects the gender balance of our target groups.

Resources

A broad funding base. Most of our funds will continue to come from our traditional donors. We will continue to rely on that funding model for most of the projects that we do. We will also explore ways to raise funds within the country and to look at the facilitation and support of social enterprises as well as carbon financing to sustain and grow our impact.

Carefully management of core and overhead costs: a lean, effective and efficient country team and program offices.

Financing

We need a consistent program of at least US\$1.5 million per year to be viable in the way we want to work. This would include a portfolio of projects of different scale and time frames: 2-3 large projects taking proven learning to scale, 3-5 medium projects, a range of smaller projects that focus on co-financing or testing and piloting new ideas.

Partners

The following partners helped us prepare this strategy:

WASDA, NATC, WIG, ASSET, TANGO, NACCUG, TARUD, FFHC, NBAG, MMAP, GiG, ASAPID, COPI, CADP, AMUKULEN, HANDICAP, Les FEMMES DE KABONKETOR.

Dry season rice production – ten communities involved in the upper river region:

- Taibatou
- Chamoi
- Bajakunda
- Chagally
- Dapha Kunda
- Kossmar
- Basse
- Limbangbul Bambo and
- Madina Koto





Dry season rice production

TEN COMMUNITIES IN UPPER RIVER REGION

have been assisted by Concern Universal (CU) working with WASDA to establish rice irrigation schemes using water from the Gambia River. These communities are: Taibatou, Chamoi, Bajakunda, Chagally, Dapha Kunda, Kossmar, Basse, Limbangbul Bambo and Madina Koto.

THE DRY SEASON RICE SCHEMES in each community benefit over 100 households who are now able to produce 2 or 3 rice crops per year. In the past, farmers relied on variable and a short rain season to produce only one crop per year. This was barely able to cover household food needs and left households with a long 'hunger gap' of 5 to 6 months.

IRRIGATED RICE PRODUCTION reduces the hunger gap from 5-6 months to 0-2 months for households engaged in dry season rice production. Now some household have rice surplus that exceed their household requirement. The driver of this success is based on a farmer managed driven module enhanced by CU and WASDA.

CONCERN UNIVERSAL SENEGAMBIA is one of ten Concern Universal country programmes. Concern Universal is an international development organization tackling poverty from the grassroots. We create opportunities for people around the world to improve their lives and shape their own futures. By building skills and connecting people at all levels in society, we help communities deliver practical solutions with long term impact.

Working with partner organisations, we support community projects that improve livelihoods, reduce vulnerability and promote greater equality. To achieve this, we also influence policy, pioneer business partnerships and engage public support for our approach.

OUR VISION: A world where justice, dignity and respect prevail for all.

OUR MISSION: To work in partnership to challenge poverty and inequality. We support practical actions that enable people to improve their lives and shape their own futures.



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