CASA GAMBIA

Strategic Plan 2026-2030

FOR SELF-DRIVEN DEVELOPMENT

10th ANNIVERSARY

CASA GAMBIA

Building on 10 years of Community-led Impact

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1. Executive Summary

CASA Gambia is entering a transformative phase (2026–2030) aimed at strengthening communities, building resilient systems, and promoting sustainable development.

This strategic plan positions CASA as a community-led development actor, working through a structured Community Development Model that enables communities to define, lead, and sustain their own development processes.

Rather than organizing around predefined sectors, CASA works in response to community priorities, guided by its experience, values, and commitment to long-term sustainability. CASA often engages in areas such as strengthening education systems, enabling inclusive economic opportunities, promoting environmental sustainability, and empowering women, youth, and vulnerable groups.

2. Our story – 10 years of impact

CASA Gambia was founded in 2015 by five young Gambians who were determined to give back to the communities that shaped them. Having grown up in these communities, they understood both the challenges and the untapped potential within them. Two of the founders had the opportunity to study abroad, including one in the Netherlands—experiences that further strengthened their commitment to contribute to sustainable development back home.

From the outset, CASA Gambia was built on a simple but powerful belief: Communities themselves are best placed to drive their own development—when given the right support. The organization was named the Community Action Support Association (CASA) to reflect its core purpose: supporting communities to take action, rather than creating dependency on charity or government support. This vision is captured in CASA's guiding slogan: *For self-driven development.*

With the support of friends and partners in the Netherlands, a sister foundation—CASA Gambia Netherlands—was established to mobilize international resources and strengthen partnerships in support of CASA Gambia's work.

Over the past 10 years, CASA Gambia has worked alongside communities to turn this vision into practice. Together, we have:

- Worked with 55 communities across The Gambia
- Empowered over 15,000 people
- Supported communities to mobilize GMD 13.2 million in local contributions
- Leveraged an additional GMD 29 million in international funding

These experiences have reinforced a key lesson: *Lasting impact requires more than infrastructure or funding—it requires strong communities, capable organizations, and shared ownership.*

As CASA enters its next phase (2026–2030), the organization is strengthening its foundations by further professionalizing its work. This includes:

- Defining and applying a consistent CASA Community Development Model
- Strengthening and scaling its capacity-building and training programs
- Improving financial management, accountability, and impact reporting systems

Building on a decade of experience, CASA is now positioned not only as an implementing organization, but as a facilitator, advisor, and partner in community-led development.

3. Organizational Principles

Vision

CASA Gambia envisions a self-reliant and resilient Gambia where communities and institutions have the capacity, resources, and systems to sustainably drive their own development.

Purpose

CASA Gambia exists to strengthen communities and local institutions to take ownership of their development priorities and build resilient systems that enable sustainable and inclusive growth. CASA Gambia delivers on its purpose through a programmatic approach which integrates enabling interventions according to our own 'CASA Community Development Model'.

Values

- **Community ownership and responsibility**: Communities take the lead in shaping their own future, while recognising that development is a shared effort built on mutual support and accountability.
- **Giving back and moving forward**: CASA is rooted in a strong culture of giving back to communities, while creating pathways for the next generation to move forward with greater opportunity, dignity, and independence.
- **Empowerment through organisation and voice**: CASA strengthens people and organisations to think independently, organise effectively, and engage confidently with institutions and decision-makers.
- **Equality and inclusion**: CASA promotes inclusive development, with particular attention to women, youth, and underserved groups, recognising the need to create space for participation and voice in contexts where this is not always given.
- **Openness and learning**: CASA encourages dialogue, critical thinking, and openness to new ideas, while respecting local culture and working within community realities.
- **Sustainability and long-term commitment**: CASA focuses on solutions that communities can sustain themselves, building systems that last beyond external support.

Operating Principles

- **Start from people, not problems**: Communities define their priorities, but are also supported to reflect critically on underlying challenges and opportunities.
- **Strengthen what exists, challenge what limits**: CASA builds on existing community structures and social cohesion, while recognising and addressing dynamics that may limit inclusion, opportunity, or progress.
- **Ownership through contribution**: Co-financing and shared investment are essential to ensure commitment, accountability, and long-term sustainability.
- **Capacity first, action with purpose**: Strong organisation and leadership are prerequisites for meaningful and sustainable development outcomes.
- **Work with communities, not for them**: CASA facilitates and supports, but does not replace local leadership or decision-making.
- **Learn, adapt, and stay grounded**: Continuous learning and reflection ensure that CASA remains relevant, practical, and connected to the realities of the communities it serves.

4. CASA Community Development Model

CASA applies a consistent community-led development model that is grounded in local ownership, participation, and sustainability. The model recognizes that infrastructure and funding alone do not create lasting impact. Instead, sustainable change depends on strong organizations, effective leadership, and functioning local systems.

The approach combines capacity strengthening, participatory planning, resource mobilization, and long-term mentoring. Communities are supported to organize themselves, define their priorities, and lead implementation processes, with CASA acting as facilitator and partner.



1. Start where communities lead

Engagement begins with community-defined priorities, ensuring relevance, ownership, and commitment from the outset.

2. Build capacity and organize action

CASA strengthens leadership, governance, and organizational capacity of community groups, schools, and local organizations through training, mentoring, and practical learning.

3. Co-design solutions that fit

Communities and CASA jointly develop solutions that are feasible, inclusive, and locally appropriate.

4. Mobilize local resources first

Communities contribute resources, reinforcing ownership and sustainability before external funding is introduced.

5. Sustain, learn and adapt

Governance systems, maintenance structures, and continuous learning ensure long-term sustainability and enable scaling of successful approaches.

5. Strategic Framework (2026–2030)

Strengthening Organisational Capacity

As part of its strategic direction for 2026–2030, CASA Gambia will prioritise further professionalisation of the organisation to support growth, delivery capacity, and accountability. This includes targeted investment in both staffing and systems.

CASA will strengthen core staffing in key operational functions, particularly in finance, reporting, and resource mobilisation, to reduce reliance on individuals and ensure continuity and quality of delivery. At the same time, the organisation will invest in strengthening essential systems, including bookkeeping, digital communications (website, Canva, and shared workspace tools), and monitoring, evaluation and learning (MEL).

This focus on professionalisation will enable CASA to:

- improve the quality and consistency of programme delivery
- strengthen accountability towards communities and partners
- support the scaling of capacity development and community engagement

- build a more resilient and sustainable organisation

By strengthening its internal capacity, CASA aims to ensure that its community-led development approach can be applied effectively, consistently, and at scale. This includes strengthening coordination capacity to ensure continuity and effective delivery across programmes, particularly in capacity development and partner engagement.

Strengthening national capacity development

CASA Gambia positions capacity development as a core part of its model, with a specific focus on strengthening civil society organisations through structured training and coaching programmes. Through its partnership with the Change the Game Academy (CtGA), CASA is working to:

- build and maintain a network of certified national trainers
- expand outreach to civil society organisations across The Gambia
- strengthen fundraising and advocacy capacity of local organisations
- progressively embed CtGA as a self-sustaining national programme

CASA is currently strengthening the local embedding and continuity of its capacity development work by:

- expanding and supporting its national trainer pool
- improving programme coordination and follow-up coaching
- strengthening outreach and engagement with partner organisations

This will ensure that capacity development is not delivered as a project, but as a consistent, scalable, and locally anchored national function.

Theory of Change

If communities are supported to strengthen their organization, leadership, and capacity, and mobilize their own resources, they will be able to lead and sustain their development. This leads to stronger institutions, improved services, increased economic opportunities, and long-term resilience.

- **Inputs:** Funding, volunteers, technical expertise, partnerships
- **Activities:** Community-led programs in education, health, environment, governance, digital inclusion
- **Outputs:** Strengthened schools, trained CBOs, operational digital hubs, improved healthcare access, reforestation
- **Outcomes:** Improved education, stronger institutions, improved livelihoods, climate resilience
- **Impact:** Inclusive, equitable, and sustainable development across The Gambia

Geographic Scope & Target Communities

- Focus on underserved rural and semi-urban communities in The Gambia
- Pilot interventions in select regions before scale-up
- With clear attention for underserved, under-represented and overlooked groups such as women, children and disabled people.

Situational Analysis

- **Internal Strengths:** Strong reputation, skilled volunteers, solid partnerships, proven program models
- **Challenges:** Limited funding, donor dependency, infrastructure gaps
- **External Opportunities:** Alignment with government priorities, growing donor interest, new partnership opportunities
- **Threats:** Economic uncertainty, policy changes, logistical challenges

6. Impact Areas

CASA Gambia's work is guided by community priorities. Communities that engage with CASA define their own development goals and decide which areas they want to focus on. At the same time, over the past

decade CASA has gained substantial experience in supporting community-led development across a number of thematic areas.
These areas reflect the alignment between community priorities and CASA's values, expertise, and partnerships. CASA therefore engages most actively where this alignment exists, while remaining flexible to the specific needs and ambitions of each community.

A central element across all of CASA's work is capacity development, which acts as the primary enabler of sustainable impact. Through training, mentoring, and organisational strengthening—particularly through partnerships such as the Change the Game Academy (CtGA)—CASA supports communities and local organisations to organise themselves, mobilise resources, and sustain their own development processes.

Within this approach, CASA has realised impact across several key domains, referred to as its Impact Areas, which also contribute to relevant Sustainable Development Goals (SDGs).

1. Education and Human Capital (SDG 4, SDG 1)

CASA strengthens education systems as a foundation for long-term development, supporting:

- school construction and rehabilitation
- provision of learning materials (e.g. Book Aid International)
- student sponsorship programmes
- vocational training and skills development

2. Economic Empowerment and Livelihoods (SDG 8, SDG 17)

CASA enables communities to improve livelihoods through:

- market development and community markets
- entrepreneurship and small business support
- local fundraising and resource mobilisation

3. Community Governance and Civic Engagement (SDG 16)

CASA strengthens local institutions and accountability through:

- community dialogue processes
- strengthening VDCs and CBOs
- social accountability training
- advocacy and mobilisation support programmes

4. Environment and Green Development (SDG 13, SDG 7)

CASA supports climate-resilient and sustainable approaches, including:

- environmental programmes and tree planting
- regenerative agriculture
- solar energy solutions
- sustainable resource management

5. Social Inclusion and Wellbeing (SDG 3, SDG 5, SDG 2, SDG 6)

CASA promotes inclusive development, particularly for women and vulnerable groups:

- women's entrepreneurship and gardens
- women's health initiatives
- food security programmes
- water and sanitation infrastructure

7. Governance & Organizational Structure

Governance Structure

CASA Gambia operates through a participatory and accountable governance structure designed to ensure strategic oversight, effective program implementation, institutional transparency, and community ownership. While roles may overlap, governance and management responsibilities remain clearly defined.

General Assembly

During the annual meeting active members, volunteers and selected stakeholders are invited to approve annual plans, budgets and financial reports. They are given the opportunity to provide feedback and direction.

Executive Leadership Team

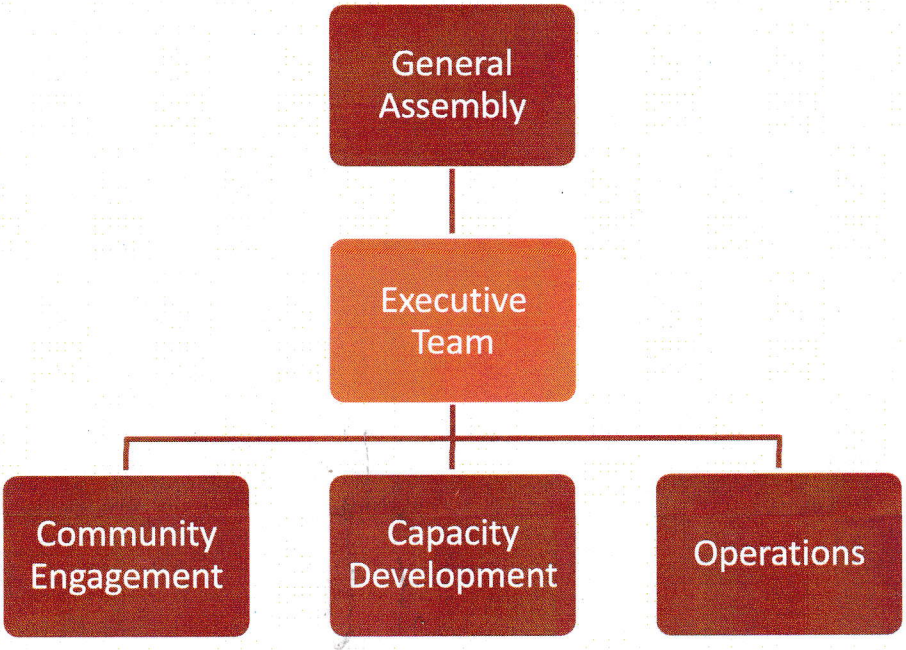
The Executive Team is responsible for both strategic direction and operational delivery, ensuring coherence between planning and implementation.

Program Leads / Coordinators

Lead implementation, coordination, and reporting on our programs. Support community participation, local ownership, accountability, and feedback mechanisms within target communities.

Organizational Structure

CASA is organized around community engagement and capacity development processes, supported by strong operational systems.



Executive Leadership Team

- **Executive Director** – Leads overall strategy, external relations, partnerships, and organizational positioning.
- **Head of Community Engagement** – Oversees all community-based implementation and ensures consistent application of the CASA development model.
- **Head of Capacity Development** – Leads training programs, capacity development strategy, and strategic partnerships, including CtGA and Wilde Ganzen.
- **Head of Operations** – Responsible for finance (Treasurer), HR, administration (Secretary), reporting, and strengthening organizational systems and compliance.

Community Engagement Team

- **Community Development Lead – Schools program:** Leads engagement with school communities, working with school leadership and committees to support community-led development and education-related initiatives.
- **Community Development Lead – Civil Society program:** Leads engagement with VDCs, CBOs, and community groups, facilitating broader community-driven development processes.

- **Community Field Officers; Facilitators and Experts:** Support day-to-day implementation, community engagement, facilitation, and technical input across projects and programs.

Capacity Development Team

- **Program management:** Plans, coordinates, and oversees delivery of training and capacity development programs, ensuring alignment with CASA's model and partner expectations.
- **Consultancy and training design Officer:** Develops training content, methodologies, and tools, tailoring programs to the needs of partners and communities.
- **Certified trainers:** Deliver training, coaching, and mentoring, ensuring practical, participatory learning and follow-up support.

Operations Team

- **Communications & ICT Systems Officer** – Manages ICT systems, donor relations, communications, advocacy, and partnership development.
- **Monitoring, Evaluation & Learning (MEL) Officer** – Manages monitoring, evaluation, and learning systems, data collection, and impact reporting to support accountability and continuous improvement.
- **Communication & Storytelling Officer** - strengthens CASA's visibility, transparency, and community engagement by documenting activities, capturing stories of change, and managing communication across social media and other digital channels.
- **Finance Officer** - Manages financial administration, budgeting, accounting, and financial reporting in line with organizational and donor requirements.
- **Secretary, administration and contracts Officer** - Provides administrative support, manages documentation, coordinates logistics, and supports contract and compliance processes.
- **Human Resource Officer** - Supports recruitment, staff development, performance management, and strengthening of organizational culture and systems.

Governance Linkage with CASA Netherlands

CASA Netherlands supports international resource mobilization, partnerships, and compliance. Both entities collaborate on policy development, operational excellence, unified accountability and impact reporting. CASA Gambia remains the lead implementing organization.

8. Financial Sustainability Strategy

Over the past decade, CASA Gambia has evolved from a primarily donation-driven organization into a more hybrid model, combining community-led development with elements of service delivery, partnerships, and cost recovery.

In addition to grants and donations, CASA has developed complementary income streams, including capacity development programs in partnership with organizations such as Wilde Ganzen and the Change the Game Academy, modest management and coordination contributions on externally funded projects, and small-scale fundraising initiatives such as school sponsorships. These are complemented by in-kind partnerships that strengthen program delivery and reduce operational costs.

To improve sustainability, CASA applies a modest cost recovery approach where appropriate, including small retention percentages and management contributions, which are transparently agreed with partners.
Looking ahead, CASA will continue to professionalize its systems, reporting, and program delivery, while strengthening its financial sustainability. This includes diversifying funding sources, expanding private donor engagement, and revitalizing its volunteer base. At the same time, strengthening core staffing and systems as outlined in the strategic direction. CASA is currently strengthening its financial management capacity to ensure consistent, timely, and high-quality financial and narrative reporting across all programmes.

A key strategic direction is the gradual development of service-based income, particularly through training and capacity development. CASA will explore semi-commercial approaches where appropriate, while ensuring accessibility for community-based organizations.
Overall, CASA aims to remain a mission-driven organization while progressively strengthening its financial independence and long-term sustainability.

9. Operation Plan

Risk & Resilience Framework

- **Key Risks:** Funding shortages, policy changes, logistical challenges
- **Mitigation:** Revenue diversification, partnerships, volunteer mobilization, robust M&E
- **Review:** Bi-annual risk assessment and mitigation updates

Monitoring, Evaluation & Learning

- **KPIs:** Communities engaged, training participation, beneficiaries affected, student sponsorship, trees planted, percentage of women involved
- **Evaluation:** Mid-term 2028, final 2030
- **Feedback:** Community surveys, focus groups, partner consultations

Sustainability & Exit Strategy

- Build community capacity and ownership
- Align with government policies and systems
- Scale successful models sustainably
- Gradually transfer project management to communities

Implementation Planning

Phased Approach:

- **Phase 1 (2026–2027):** Foundation building – CBO training, pilot digital hubs, initial health services
- **Phase 2 (2028–2029):** Scale interventions – expand education, green economy, health services
- **Phase 3 (2030):** Consolidation & evaluation – measure impact, institutionalize programs

Annual Work Planning: Clear KPIs, budgets, timelines, responsibilities
Oversight Structure: Strategy committee, program leads, community advisory boards

10. Appendices

- Detailed budgets
- Risk management framework
- Monitoring & evaluation tools
- Partnership agreements
- Internal strategy map (1 page)
- Annual planning templates
- Internal policy documents (Compensation, Allowances and Expense Reimbursement framework)

16-07-2026 Validation meeting minutes

CASA GAMBIA Strategic Plan Validation Meeting Minutes
Date : 16th July 2026
Time : 18:00 to 19:00
Platform : Google Teams
Chairman: Ebrima Jatta

Present Were :

1. Pim de Bokx
2. Fatou Touray
3. Ebrima Jatta
4. Sanaba Jawla
5. Fatou B. Sanyang
6. Horeja Njie
7. Sait Ceesay
8. Alagie Ndow
9. Satang Dumbuya
10. Sheriff Jarju
11. Mariama A Sanyang
12. Naffie Ndow
13. Kaddy Sanneh

Opening
The meeting commenced at 18:00 PM with opening remarks by Ebrima Jatta, who welcomed all participants, introduced the attendees, and provided an overview of the purpose of the meeting. He then presented the draft CASA Gambia Strategic Plan 2026–2030, highlighting its strategic direction, priorities, and implementation framework.

Purpose of the Meeting
The purpose of the meeting was to review, validate, and adopt the CASA Gambia Strategic Plan 2026–2030, which will serve as the organization's roadmap for the next five years of community-led and sustainable development.

Key Areas Presented
The following sections of the Strategic Plan were presented and discussed:

Executive Summary

- Our Story: 10 Years of Impact (2015–2025)
- Operations implemented in 55 communities
- More than 15,000 people empowered
- GMD 42.2 million mobilized to support development initiatives
- CASA Gambia's Vision, Mission, and Core Values
- Vision: A self-reliant and resilient Gambia.

The CASA Development Model:

- Start with Communities
- Build Capacity
- Co-design Solutions
- Mobilize Local Resources
- Sustain and Learn

Strategic Impact Areas:

- Education
- Economic Empowerment
- Governance
- Environment
- Social Inclusion
- Strategic Priorities (2026–2030)
- Governance and Organizational Structure
- Monitoring, Evaluation, Learning, and Sustainability Framework

Discussions
During the discussion, Sanaba Jawla raised an important governance issue concerning the proposed General Assembly. He questioned the necessity of establishing a General Assembly when CASA Gambia already has an existing Board of Trustees, noting that both bodies perform similar governance functions at different levels.
He further explained that, based on the current CASA Gambia Constitution, the Board of Trustees remains the legally recognized governing body and should continue to perform its oversight responsibilities. He suggested that introducing a General Assembly should only be considered following a formal constitutional review and amendment.
In response, Pim de Box expressed a different perspective, emphasizing that a General Assembly is an important governance mechanism that promotes broader participation, accountability, and ownership by members. He therefore recommended retaining the General Assembly within the Strategic Plan as a future governance structure.
The participants engaged in constructive discussions, weighing both perspectives against the organization's constitutional framework and long-term governance aspirations.

Resolution
Following extensive deliberations, the meeting unanimously resolved to:
1. Validate and adopt the CASA Gambia Strategic Plan 2026–2030.
2. Maintain the Board of Trustees as the organization's governing body in accordance with the current Constitution.
3. Retain the proposed General Assembly as a future governance structure, subject to a comprehensive constitutional review and the formal adoption of the necessary constitutional amendments before its establishment.

Closing
The facilitator thanked all participants for their valuable contributions and constructive feedback. He noted that the recommendations made during the validation meeting would be incorporated into the final version of the Strategic Plan before publication and implementation.
Action Points

- Incorporate comments and recommendations from the validation meeting into the Strategic Plan.
- Responsible Person: Ebrima Jatta

Timeline

- Immediately: Finalize and produce the final version of the CASA Gambia Strategic Plan 2026–2030.
- Responsible Person: Ebrima Jatta

- Circulate the final validated Strategic Plan to Board members, staff, volunteers, and partners.
- Responsible Person: Ebrima Jatta

After finalization:

- Continue operating under the existing Board of Trustees in line with the current Constitution. **Board of Trustees**

Ongoing

- Initiate a constitutional review process to assess the future establishment of a **General Assembly** from **Board of Trustees**

- Develop an implementation plan and monitoring framework for the Strategic Plan.

- Responsible Person: Management team

Next meeting: To be scheduled.
The meeting concluded at 7:00 PM.
Prepared by: Mariama A Sanyang

Signatories

For Executive Leadership Team

Name	Designation	Signature
Ebrima Jatta	Executive Director	.....
Fatou Touray	Advocacy & Capacity Development Coordinator	.....
Kaddy Sanneh	Financial Controller	.....
Alagie Ndow	Admin. and HR Coordinator	.....
Sanaba Jawla	Youth, Peace & Securtiy Coordinator	.....
Satang Dumbuya	Gender and Health Coordinator	.....

For CASA Gambia Netherlands foundation

confirming alignment with our foundation policies and guidelines;

Pim de Bokx	Treasurer and acting Secretary	.....