
INSTITUTIONAL DOCUMENT

STRATEGIC PLAN

2026–2030

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01

INTRODUCTION

The **2026–2030 Strategic Plan** sets Kuwonku’s direction for the next five years. It was developed one year after our merger with the NGO Ñimme, which brought new capabilities and multidisciplinary expertise in development cooperation to the organization.



Community gardens

The Plan establishes **a clear, shared, and realistic strategic direction** that aligns the organization’s identity, programs, and structure with a measurable and sustainable approach to impact.

Its priority is to **strengthen institutional capacity** through more rigorous management systems, processes, and monitoring mechanisms. At the same time, it establishes **health as the core** of our work, with education

and agricultural and livestock development as complementary areas that support community well-being.

The Plan is designed as **a dynamic framework** for decision-making and accountability, able to adapt to a context shaped by the climate crisis, fragile public services, and volatile funding for international cooperation.

02

INSTITUTIONAL IDENTITY

MISSION

WHO WE ARE

Kuwonku is a nonprofit organization, officially recognized as serving the public interest, whose mission is to promote human rights and help continuously improve living conditions in the most vulnerable communities of The Gambia.

We work in international cooperation and development education, with projects in three areas: health, education, and agricultural and livestock development.

VISION

WHERE WE ARE GOING

To be a leading organization in development cooperation, committed to improving living conditions by strengthening and promoting access to fundamental rights.



02 – INSTITUTIONAL IDENTITY

VALUES

The principles that guide our work.

RESPONSIBILITY

We embrace our social duty to cooperate actively toward fair and sustainable global co-development.

SOLIDARITY

We defend the rights of the most vulnerable people and groups and work toward greater social equity.

COMMITMENT

We build relationships with communities based on shared responsibility, mutual respect, and local ownership of development processes.

SUSTAINABILITY

We strengthen local capacity and community self-management to ensure lasting impact.

RESPECT

We recognize cultural diversity and identity and promote global citizenship grounded in human rights.

TRANSPARENCY

We manage resources responsibly and are accountable for the impact of our work.

03

THEORY OF CHANGE

Our theory of change takes a human rights–based approach and focuses on the structural causes of vulnerability in rural communities.

STRUCTURAL CAUSES

Rural communities in The Gambia face a combination of factors that perpetuate poverty and rights violations:

- | | |
|---|--|
| 01 Limited access to basic, quality health services. | 02 Fragile public services, especially in rural and remote areas. |
| 03 The effects of climate change on health, nutrition, and food security. | 04 Gender inequality and limited participation of women and young people in decision-making. |

PATHWAYS TO CHANGE

Kuwonku contributes to sustainable change through four integrated, progressive lines of work:

- | | |
|---|--|
| 01 Community health. Improve access to inclusive, resilient health services adapted to rural settings, with a focus on prevention, maternal and child health, and nutrition. | 02 Local capacity. Train and support local professionals and stakeholders (health workers, teachers, and community leaders) to ensure continuity of services and income generation. |
| 03 Food sovereignty. Build climate resilience through sustainable agricultural and livestock practices, the foundation of community health and well-being. | 04 Participation. Promote the active involvement of communities, especially women and young people, in the design, management, and sustainability of projects. |



03 — THEORY OF CHANGE • 2030 IMPACT

50,000+

DIRECT BENEFICIARIES BY 2030

By 2030, more than 50,000 people in the communities where Kuwonku works will have sustainably improved their living conditions. Their rights to health, education, and a dignified life will be better protected and guaranteed, and their communities will be more resilient and self-reliant.

04

STRATEGIC GOALS

01

Institutional strengthening

Consolidate management, finance, human resources, and governance systems to operate efficiently, transparently, and with a focus on results.

02

Health and education impact

Improve access to and quality of community health services as the core of our work, and integrate education as a key factor in protecting rights and long-term development.

03

Community resilience and food sovereignty

Support families and communities in adapting to climate change through sustainable agricultural and livestock practices that strengthen health and well-being.

04

Localization and community leadership

Progressively shift decision-making and management to local actors, strengthening their capacity and ensuring the sustainability of projects.

05

Positioning, partnerships, and advocacy

Build strategic partnerships, networks, and advocacy capacity to expand the reach and influence of our work.

ENABLERS OF CHANGE

Cross-cutting areas that make it possible to achieve our goals.

Digitalization, data, and innovation

Digital tools for data-driven decision-making and results monitoring.

Sustainable funding

Diversified funding sources.

Talent and people

Attracting, developing, and retaining committed, qualified talent.

05

MONITORING, EVALUATION, AND LEARNING

Kuwonku will implement a **results-based monitoring and evaluation system** to measure real change in people's lives.



MONTHLY

Review of the operational plan.



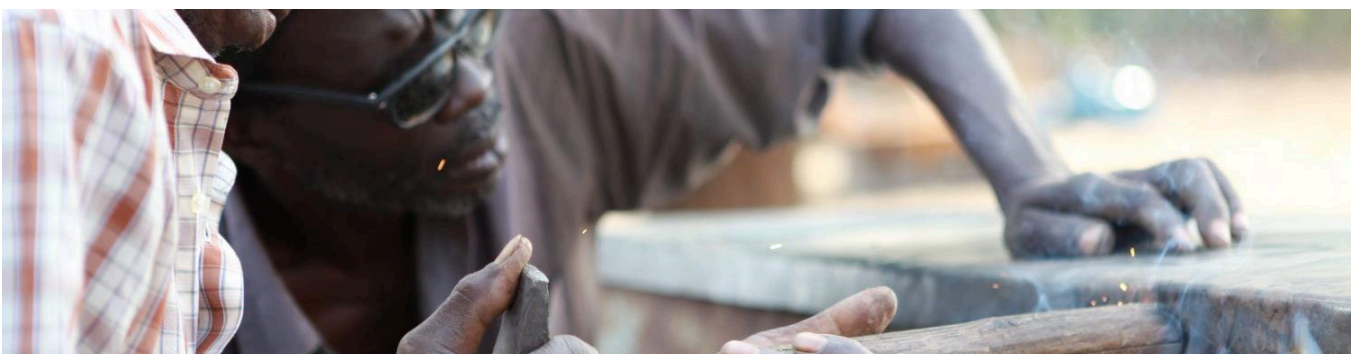
QUARTERLY

Analysis of key indicators.



ANNUAL

Assessment of progress toward the 2030 goals with the Board of Directors and program staff, integrating lessons learned and adjusting the strategy as needed.



**We evaluate our progress to learn,
stay accountable, and adapt our
strategy to a changing context.**



**Where there
is distance,
there is a path.**

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