

# ACTIONAID SOUTH AFRICA

## COUNTRY STRATEGIC PLAN



Building Peoples Power for Eco-  
Social and Economic Justice

**2026-2029**

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## ACRONYMS

AAI	Action Aid International
AASA	Action Aid South Africa
CSO	Civil Society Organisation
CSP	Country Strategy Plan
EAWR	Economic Access and Women's Rights
EAWR	Economic Access and Womxn's Rights
ESG	Environment, Social and Governance
GBVF	Gender Based Violence and Femicide
GS	General Secretariat
HRBA	Human Rights Based Approach
ILT	International Leadership Team
INGO	International Non-Governmental Organisation
IPD	International Partnership Development
LRP	Local Rights Programme
M&E	Monitoring and Evaluation
MAC	Mining Affected Community
MACUA	Mining Affected Communities United in Action
MTR	Medium- term Review
NDP	National Development Plan
NGO	Non- Governmental Organisation
NRP	Natural Resources Programme
OD	Organisation Development
PMC	People's Mining Charter
RAAP	Rainbow Activist Alliance Programme
SAP	Social Audit Project
SDG	Sustainable Development Goal
SeVISSA	Sexual Violence in Schools in South Africa
SIF	Strategy Implementation Framework
SLA	Sustainable Livelihoods Approach
SLP	Social and Labour Plans
SMT	Strategic Management Team
SRHR	Sexual and Reproductive Health Rights
UCW	Unpaid Care Work
VAT	Value Added Tax
WAMUA	Womxn in Mining United in Action
YAMUA	Youth in Mining United in Action
YUW	Young Urban Womxn

# EXECUTIVE



ActionAid South Africa (AASA) enters its sixth Country Strategy Plan (CSP) in a period marked by widening inequality, social unrest, and persistent structural injustices rooted in apartheid legacies. Our previous CSP saw us challenge deep-seated patriarchal and economic power structures, expand youth participation, and respond to the COVID-19 pandemic and associated socio-economic fallout. CSP (2026 - 2029) will deepen this work, aligning with the Action Aid Federation's global Strategic Implementation Framework (SIF III) and expanding our focus on intersectional feminist analysis, movement building, and localised systems change.

The AASA strategic plan (2026-2029) sets a bold agenda for transformative change. Primarily through collective action and advocacy, AASA will continue to fight for a more just and equitable South Africa. ActionAid South Africa (AASA) is committed to social justice, gender equality, and poverty eradication. This three-year strategic plan outlines key priorities, objectives, and actions to drive systemic change and empower marginalized communities in South Africa. This strategic plan sets a bold agenda for transformative change.

Through collective action, decolonial approaches, and strengthened movement-building, AASA will continue to drive systemic change for a just and equitable South Africa. ActionAid South Africa (AASA) operates in a volatile and complex global context, requiring bold action to remain relevant, impactful and resilient.

## **ACTIONAID SOUTH AFRICA- Who we are**

AASA is a rights-based organization working for gender justice, good governance, and the eradication of poverty. We challenge patriarchy and extractive economic systems, amplify the voices of women, girls and young people, and build agency through grassroots organising, partnerships, and feminist alternatives. Our work is grounded in South Africa's constitutional commitment to human rights, but we recognize persistent failures in implementation as we implement our Theory of Change.



Our programme of action is underpinned by a critical analysis of the following key enduring transformation complexities:



- **Gender Inequality:** Despite progressive legislation, gender-based violence (GBV) remains rampant, and women (especially black and rural women) bear the brunt of poverty and unpaid care work.



- **Youth Disempowerment:** Youth unemployment exceeds 60%, leading to hopelessness, exclusion, and social unrest.



- **Systemic Poverty:** Structural inequality along racial, spatial, economic and gender lines persist. Access to land, quality education, and economic inclusion remains uneven and unresolved.



- **Climate Crisis:** While human-induced and natural climate changes such as extreme droughts, floods and water scarcity impact everyone, particularly people living in informal settlements and smallholder farmers are rendered more vulnerable to disasters. We strongly believe that climate justice is inseparable from economic and gender justice.



- **Governance:** Widespread corruption, declining trust in public institutions, and weakening civil society space affect democratic accountability and public service delivery



- **CSO Landscape:** South Africa has a vibrant, though underfunded, civil society space

Against this backdrop, AASA plays a convening and influencing role, particularly on building people's movements for feminist alternatives, youth mobilisation and realisation of human rights.

# CONTEXT OVERVIEW

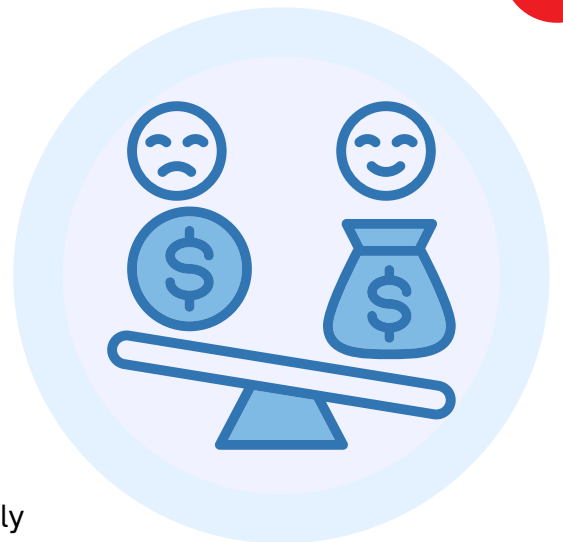


This overview outlines out the key economic, social, political, environmental and technological factors that present challenges and opportunities for AASA over the next 3-5 years. After three decades of democracy, South Africa is still confronted with the deep-seated structural barriers that keep the status quo intact. Despite significant gains having been made on political and legislative fronts, social and economic inequalities and exclusions continue to manifest in a variety of ways at local, national and global levels.

South Africa faces several significant economic challenges that impact its growth and development.

1.

South Africa has one of the highest levels of income inequality in the world, with this disparity being a significant barrier to social cohesion and economic stability. Approximately 63% of the population lives in poverty, based on the upper-middle-income country poverty line. The COVID-19 pandemic exacerbated these socio-economic challenges, leaving individuals, households and communities struggling to overcome the net effects of job losses, business closures, ill-health and the rise in the shadow pandemic of GBVF.



South Africa's GDP growth has been sluggish, averaging only 0.7% over the past decade<sup>1</sup>, with a slight improvement of 1.5% in 2025 being projected by the International Monetary Fund (IMF)<sup>2</sup>. Contributing factors include ongoing and persistent structural issues, such as infrastructure bottlenecks, barriers to access for boosting local economic development, social exclusion from the formal economy, and low productivity amongst others. Combined with inefficient service delivery (e.g., loadshedding/rolling power cuts, high costs of electricity, chronic water shortages, inadequate transportation infrastructure further stifle economic growth<sup>3</sup>.

With one of the highest unemployment rates in the world sitting at 31.9% as of Q4-2024<sup>4</sup>, women and youth are particularly affected, with higher rates of joblessness among these demographic groups. Whilst there has been some recovery in employment and development in accelerating the pace of job creation<sup>5</sup>, this has not kept up with the growing and highly gendered labour force<sup>6</sup>.

<sup>1</sup><https://www.worldbank.org/en/country/southafrica/overview>

<sup>2</sup><https://www.forbesafrica.com/current-affairs/2025/01/22/south-africas-economy-in-2025-a-fragile-unity-in-a-pivotal-year/>

<sup>3</sup> ibid

<sup>4</sup><https://www.worldbank.org/en/country/southafrica/overview>

<sup>5</sup>The Presidential Youth Employment Intervention (PYEI) is a government initiative in South Africa aimed at addressing youth unemployment and creating earning opportunities for young people. <https://www.education.gov.za/PresidentialYouthEmploymentInitiative.aspx>

<sup>6</sup><https://www.worldbank.org/en/country/southafrica/overview>

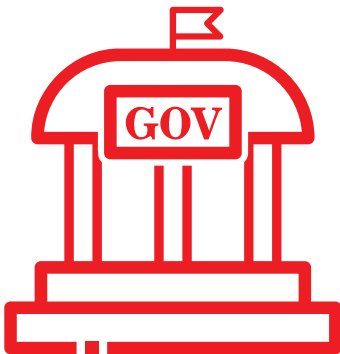


Gender-based violence (GBV) remains a significant challenge in South Africa, often referred to as a ‘shadow pandemic’ that threatens the progress made towards building a democratic, caring and cohesive society. Societies free of GBV do not exist, and South Africa is no exception. Although accurate statistics are difficult to obtain for many reasons (including that most incidents of GBV are not reported), it is evident that South Africa has particularly high rates of GBV, including violence against women, girls and members of the LGBTQIAP+ community.

Recognizing that GBV is a social crisis, includes understanding the full extent to which it negatively impacts on all social structures, including the economy. It also takes into consideration that inaction comes at a cost. A report released by KPMG found that GBV cost the economy an estimated R28.4 billion – R42.4 billion for the year 2012/13<sup>7</sup>. These costs are based on a collation of loss of incomes, opportunities, and taxes, and the cost to society of providing health, justice, and social services. In reflecting the cost burden, this research positioned GBV as a serious social and economic issue and it provides a framework for the costing of policy interventions and improved resource allocation.

Addressing GBV aligns with international standards such as the UN Sustainable Development Goals (SDGs), particularly Goal 5, Target 5.2 which focuses on eliminating violence against women and girls aims to achieve gender equality and empower all women and girls including human trafficking and sexual and other types of exploitation.<sup>8</sup>

To make a meaningful difference we require a coordinated and agile approach that considers that contexts and conditions are diverse and fast-moving. It also requires an approach where all players in the space (private, public and civil society sectors) suspend competition and unite to co- create pioneering and sustainable solutions. We recognise that a one-size-fits-all approach cannot be an effective solution, therefore it is imperative that we have a multi-disciplinary, multi-stakeholder approach to creating solutions to this wicked problem.



While the formation of a Government of National Unity (GNU) in 2024 has brought significant political stability, party political wrangling and ideological divides within the ruling parties pose risks to policy coherence and long-term stability. Corruption and governance issues continue to undermine investor confidence and economic reforms. The extension of the COVID-19 Social Relief of Distress Grant until March 2026 highlights the growing social

<sup>7</sup> Too costly to ignore- the economic impact of gender-based violence in South Africa. 2014 <https://assets.kpmg.com/content/dam/kpmg/za/pdf/2017/01/za-Too-costly-to-ignore.pdf>

<sup>8</sup> [www.who.int/data/gho/data/themes/topics/indicator-groups/indicator-group-details/GHO/sdg-target-5.2.1-eliminate-violence-against-women-and-girls](http://www.who.int/data/gho/data/themes/topics/indicator-groups/indicator-group-details/GHO/sdg-target-5.2.1-eliminate-violence-against-women-and-girls)

demands for government support<sup>9</sup>; however, this puts additional pressure on public finances and raises concerns about fiscal sustainability.

South Africa is not immune to the effects of global economic conditions, including commodity prices, trade dynamics, and international financial markets. Current geo-political challenges dominating global decision-making reinforce austerity measures to buffer these conditions... Austerity, often termed ‘fiscal consolidation’ by proponents of it, involves public spending cuts and regressive tax increases to avoid debt crises. Several CSOs and social movements have critiqued austerity for prioritizing debt repayment over social spending, leading to increased unemployment and reduced bargaining power for workers. In summary, austerity deepens gender inequalities by reducing public expenditure on services women rely on, such as healthcare, education, and social protection. Women bear the brunt of unpaid care work, exacerbating their economic vulnerability.

There is an urgent need to rethink dominant macroeconomic frameworks, centering the impact of austerity on gender and other social inequalities in policymaking. A feminist future requires fiscal and monetary policies that are determined by and serve the well-being of all people, not just the powerful few<sup>10</sup>. Addressing these challenges requires comprehensive and coordinated policy efforts to stimulate economic growth, create jobs, reduce inequality, and strengthen social protection measures for those most vulnerable

4.

South Africa faces a high level of risk from climate change, driven by its geographic, socio-economic, and environmental vulnerabilities. Some of the key risks facing the country include the following projections[1]: rising temperature increases especially in the western, central, and northern regions, exceeding the net zero levels even under moderate mitigation measures; extreme rainfall and droughts resulting in stressed water provision and agricultural productivity, especially in the summer months and in already water-scarce areas; rising sea levels and coastal risk conditions such as sea storms and flooding; biodiversity loss, particularly in sensitive ecosystems like the fynbos biome; wildfires and high fire danger days is projected, particularly in the northeast and along the Cape coast; human health risks will rise due to heat stress, vector-borne diseases, and food insecurity; and socioeconomic vulnerability is likely to increase making adaptation more difficult for vulnerable communities.



<sup>9</sup> <https://www.worldbank.org/en/country/southafrica/overview>

<sup>10</sup> <https://aidc.org.za/austerity-is-a-feminist-issue-report>

<sup>11</sup> <https://nccis.environment.gov.za/climate-information/climate-projections>



Whilst the country is working proactively on a just energy transition while balancing climate goals with economic development<sup>12</sup>, South Africa's economy is still heavily reliant on mining and extractives making it the largest carbon emitter in Africa. In response, the country is transitioning to cleaner energy through the Just Energy Transition Partnership (JET-P), a public-private-CSO collaboration. However, the focus on large-scale interventions has overtaken our national development plan and

social transformation, particularly the exclusion of marginalised groups like women, youth, People Living with Disabilities (PLWD), and LGBTQI+ communities into the transition economy.

The Presidential Climate Commission (PCC) is an independent, multistakeholder body established by President Cyril Ramaphosa in 2020 to oversee and facilitate a just and equitable transition towards a low-carbon, inclusive, climate-resilient economy, and society. It does this by commissioning research and facilitating policy to support work relating to a just transition, climate mitigation and adaptation, and climate finance.

The Climate Justice Charter is a comprehensive document developed by the South African Food Sovereignty Campaign and the Cooperative and Policy Alternative Centre<sup>13</sup>. It emerged from six years of campaigning during South Africa's worst drought and was informed by grassroots input from various communities, labour, faith-based groups, youth, climate scientists, academics, women's organizations, and environmental and social justice organizations<sup>14</sup>. It states that climate justice is social justice. Confronting all forms of discrimination and oppression as it relates to race, class, gender, sex and age, is critical to secure climate and social justice. A just transition aims to achieve a quality life for all South Africans, and contributes to social inclusion, and the eradication of poverty.

The principle of distributive justice in the Just Transition highlights that the risks and opportunities resulting from the transition must be distributed fairly, cognisant of gender, race, and class inequalities. It is essential that impacted workers and communities do not carry the overall burden of the transition, and the costs of adjustment are borne by those historically responsible for causing the condition.

Efforts at provincial and local levels to strengthen local CSOs and municipalities in promoting economic inclusion, clean energy production, and green entrepreneurship are at this point very low- this presents an opportunity for organisations like AASA to be more active in the space, especially in ensuring that the principles of a Just Transition are activated. These are:

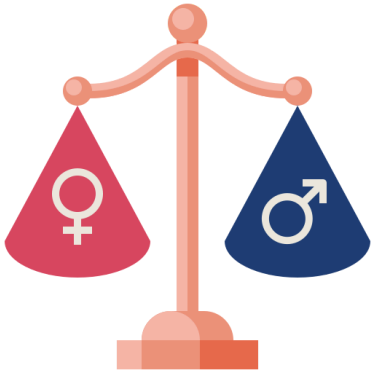
- Distributive Justice: fair distribution of risks and responsibilities.
- Restorative Justice: redressing historical damages.
- Procedural Justice: empowering affected groups to shape their development and influence decision-makers.

<sup>13</sup> <https://www.deloitte.com/za/en/services/tax/perspectives/a-key-moment-for-south-africas-climate-change-response.html>

<sup>14</sup> <https://cpcm.org.za/>

<sup>15</sup> <https://cpcm.org.za/about>

[1] [https://www.oecd.org/en/publications/oecd-economic-outlook/volume-2022/issue-1\\_ae8c39ec-en.html](https://www.oecd.org/en/publications/oecd-economic-outlook/volume-2022/issue-1_ae8c39ec-en.html)



According to the OECD (2022)[1], gender equality receives minimal attention in climate funding, with only 0.04% of development aid addressing it in 2018–2019. Furthermore, climate policies often rely on oversimplified solutions, such as simply increasing women's representation in leadership, without dismantling the deeper barriers that hinder meaningful participation.

A major contributor to this gap is the lack of robust gender-disaggregated data, which prevents effective, inclusive policy design. Enhancing data collection on women's experiences and needs would enable more responsive and equitable climate action. The climate crisis demands urgent, transformative action. Treating gender integration as something that can be addressed through gradual iteration or as an after-thought fundamentally misunderstands both the urgency of the climate crisis and the structural nature of gender inequality.

## CONTEXT OVERVIEW

This Theory of Change presents an integrated, participatory, and results-oriented roadmap for achieving structural transformation in South Africa. It reflects AASA's commitment to shifting power to those most affected by injustice and to working collectively across sectors to realise a more just, inclusive, and resilient society.

## THE SITUATION

ActionAid South Africa's (AASA) theory of change is grounded in the recognition that, while the country has made democratic strides since 1994, the legacies of apartheid and systemic exclusion continue to shape social, economic, and political life. South Africa is currently navigating a complex landscape marked by accelerating technological, environmental, and economic transformation, including a national shift from a fossil fuel-based economy to one centred on renewable energy and

sustainability. This shift presents significant opportunities to reimagine the future—but also carries risks of deepening inequality if not managed equitably.

The most marginalised groups—particularly rural women, youth, persons with disabilities, the economically excluded, and gender-diverse communities—face increasing exclusion from the benefits of this transition. These groups are often located outside the three major urban centres (Johannesburg, Cape Town, and Durban) and are excluded from policy processes and decision-making spaces that directly impact their lives and livelihoods.

Structural barriers to meaningful participation in climate mitigation, adaptation, and resilience-building persist. Without targeted interventions, the unfolding transition risks becoming a gendered climate apartheid, reinforcing historic inequalities and leaving vulnerable communities behind.



Solidarity march against the genocide in Palestine ©Actionaid South Africa

# The NEED

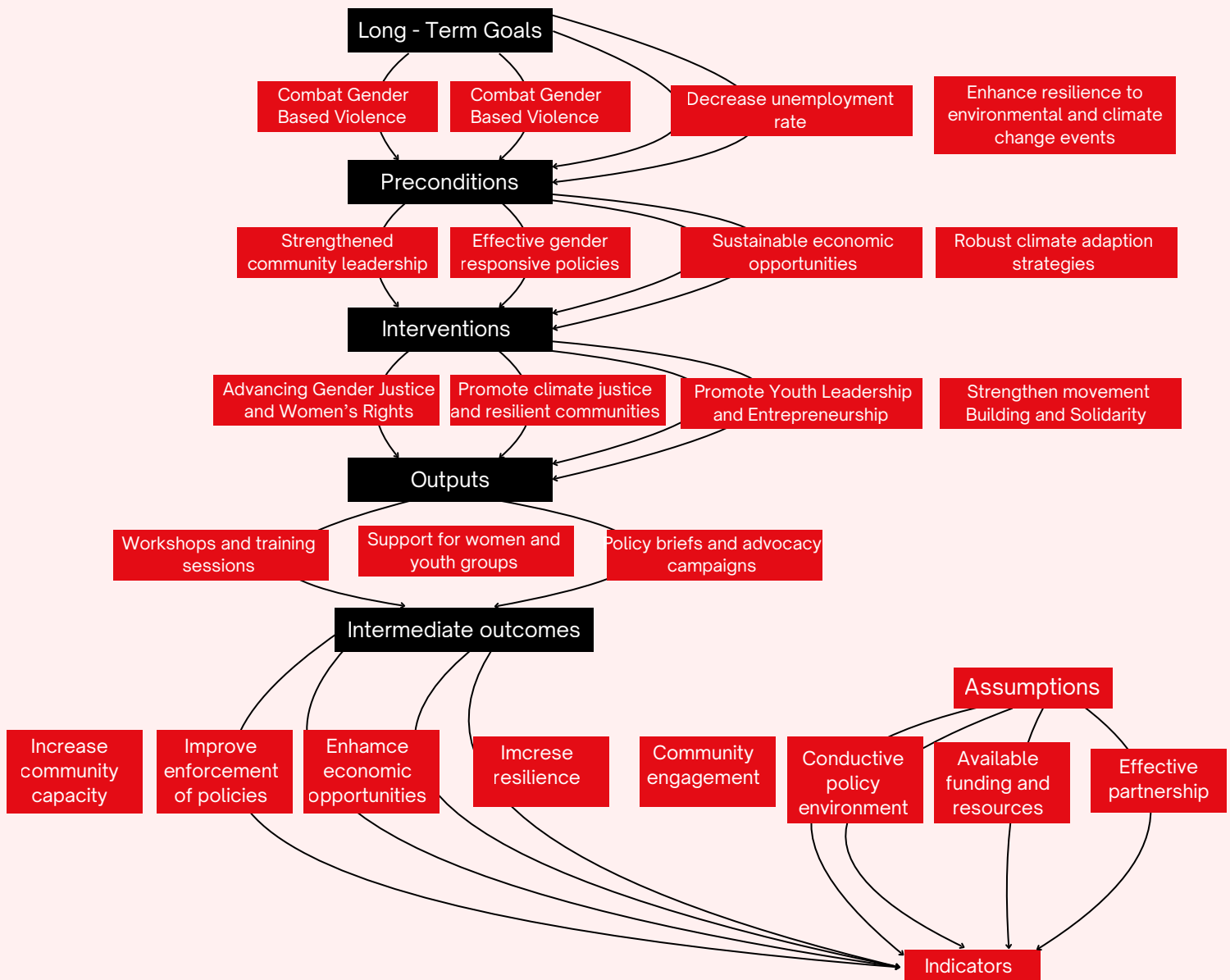
At a time of growing constraints on civil society, shrinking democratic space, and growing public disillusionment, there is a pressing need for organisations like AASA to act with renewed urgency and purpose. AASA is uniquely positioned to advance this work due to its longstanding presence in under-served communities and its track record of grassroots mobilisation and human rights advocacy.

AASA's Country Strategy Paper (CSP) 2026–2029 aligns with the ActionAid Federation's Strategic Implementation Framework III (SIF3) by centring systemic change, transformative partnerships,

decolonial and feminist approaches, and movement-building.

The strategy is rooted in lived experience and local knowledge, while simultaneously shaping policy and governance agendas from the ground up.

Drawing on more than a decade of work in community organising, AASA will consolidate its gains, close implementation gaps, and deepen its commitment to advancing gender, youth, and climate justice through a rights-based approach.



# STRATEGIC VISION

AASA envisions a South Africa that is inclusive, just, resilient, and free from the overlapping challenges of inequality, gender-based violence, unemployment, insecure livelihoods, and climate vulnerability. To realise this vision, AASA will focus on three core drivers of systemic change:



## Rights:

Rights: Strengthening the recognition and realisation of human rights, particularly for women and marginalised groups.



## Redistribution:

Advocating for fair distribution of resources, power, and opportunities.



## Resilience:

Building community capacity to adapt to shocks, especially those linked to climate, economic disruption, and social injustice.

# STRATEGIC PILLARS

## Advance Climate Justice and Resilience:

Advocate for climate policies that prioritise justice and sustainability for marginalised communities. AASA will support early warning systems, emergency response, and long-term resilience programming rooted in community agency and environmental justice.

## Promote Women's Rights and Gender Equality:

Address all forms of gender-based violence and discrimination through advocacy, partnerships, law reform, and awareness-raising. AASA will support the economic empowerment of women, including campaigns on unpaid care work and access to productive resources.

## Champion Youth Leadership and Economic Empowerment

Strengthen youth leadership through civic education, enterprise development, and digital organising. Young people will be supported to lead transformative change in their communities and engage in policy processes.

## Strengthen Human Rights and Democratic Governance:

Advance civic participation, state accountability, and the protection of human rights defenders. AASA will work to ensure inclusive governance structures that reflect the needs and voices of marginalised groups.

# KEY STRATEGIC ACTIONS



## Scale up Local Rights Programmes (LRPs)

Expand community-rooted development work across five provinces (Mpumalanga, Limpopo, KwaZulu-Natal, Gauteng and Eastern Cape), including in informal settlements and rural areas.



## Influence Policy for a Just Transition

Strengthen the capacity of communities to participate meaningfully in the green economy transition through public education, policy advocacy, and linking local experience with national discourse.



## Build Strategic Partnerships

Formalise collaborations with government, civil society, and private sector actors to amplify the voices of marginalised groups in policy development and programme design.

Expected Outputs	Intermediate Outcomes
<ul style="list-style-type: none"> <li>• Capacity building of CBOs and grassroots leadership structures</li> <li>• Structured training on Human Rights-Based Approaches (HRBA), feminist leadership, climate resilience, and economic empowerment</li> <li>• Mobilisation of women and youth constituencies</li> <li>• Public awareness campaigns and digital advocacy</li> <li>• Evidence-based research to inform national and local policies</li> </ul>	<ol style="list-style-type: none"> <li>1. Greater community capacity to address gender, climate, and economic injustice</li> <li>2. Improved responsiveness to humanitarian crises and climate-related disasters</li> <li>3. Strengthened enforcement of GBV prevention and response frameworks</li> <li>4. Expanded economic opportunities for women and youth</li> <li>5. Increased public participation in local and national governance</li> </ol>

# INDICATORS AND ASSUMPTIONS

Indicators for each strategic area will be developed to measure progress and guide adaptive learning. These indicators will be directly aligned with the intermediate outcomes and reflect AASA's values of transparency and accountability.

Key Assumptions include:

- Availability of sustained funding and skilled human resources
- Strong, values-based partnerships with allies and stakeholders
- Civic space remains sufficiently open for engagement
- Community members remain willing and able to participate
- Political will exists to implement inclusive and rights-based policies



# CSP IMPLEMENTATION FRAMEWORK

*Actionaid with partners Distributing humanitarian aid to flood affected communities in Mthatha © Actionaid South Africa*

The Implementation Plan ensures that AASA's strategic goals effectively contribute to global, national, and local level objectives of addressing the complex and systemic challenges of **deep socio-economic inequalities, perpetual gender-based violence, rising unemployment, and increasing risks to extreme environment and climate change events.**

This framework serves as a guideline/ framework for the CSP implementation for the next three years. It outlines **broad components** for implementation, including implementation principles, project pathways, M&E, and operational mechanisms (resourcing). Specific project plans will use this framework to guide direction and measure impact.

The CSP will be implemented through focused regional & local adaptation with a view towards strengthening (upscaling and deep-scaling) community-based, HRBA approaches in the following 5 provinces of S.A:

1. Gauteng
2. Limpopo
3. Mpumalanga
4. KwaZulu-Natal
5. Eastern Cape

# EXECUTION PRINCIPLES

Our CSP will subscribe to the following principles:



Apply a HRBA, intersectional feminist approach to all interventions



The use of technology and digital tools for data-driven Monitoring and Evaluation for real-time tracking of impact and significant change.



A decentralized, community-led approach where the communities we work with define priorities and drive collective action.



Emphasising the sustainability of AASA's interventions through effective capacity-building for long-term community self-reliance and an associated exit strategy.



Adopting a partnership model, where there is strong collaboration with like-minded CSOs, academics, media, policymakers, individual champions, businesses (through CSI, high-net worth individuals and philanthropists for local fundraising)



Encourage ongoing internal reflection ('pause, reflect and learn') safe space sessions for evaluating AASA's contribution to decentralizing and redistributing power, promoting equity in leadership, and promoting decolonial practice throughout policy, programming and practice.

## Programmatic Framework

### 1. Advancing Gender Justice and Women's Rights



**Objective: Address the systemic and structural economic exclusion of women through relevant economic empowerment programs and expansion of support for women-led grassroots movements and gender-expansive communities by strengthening women's leadership and advocacy for gender-responsive policies.**

Generation G Campaign: 'GBV Not My Heritage' with Durban Stakeholders ©Actionaid South Africa

Increasing support for women-led grassroots movements and strengthening women's leadership to advocate for gender-responsive policies requires intentional resourcing, capacity-building, political access, and shifting power dynamics from local to global levels. Grassroots movements often operate with limited funding but deep local credibility and impact. To catalyse financial support, we need to consider opportunities for unlocking low-barrier funding streams for informal or rural women's groups, lobby local governments to allocate public funds specifically to women-led or community-based initiatives (gender-responsive budgeting).

To build leadership skills and political literacy, we will partner with TVET colleges, local universities, labour unions, and civil society organisations to run regular leadership training programmes for women. A structured training curriculum focusing on the following key themes will be developed: policy advocacy for social and economic justice; public speaking and media engagement; public budget monitoring and analysis; organising and mobilising communities; and utilisation of digital and communication advocacy tools

Enable public platforms for women's voice and representation to be publicised and elevated. Specific activities will include ensuring that women's issues are included in Integrated Development Plan (IDP) processes at municipal level, facilitating community dialogues with decision-makers (ward councillors, MPs, etc.), organising of a Women's Parliament/ People's Assembly/ Town Hall sessions to amplify grassroots voices.

Out of these activities, women leaders should be actively nominated and included into community policing forums, school governing bodies, and local development forums. We are intentional and ambitious in campaigning for the eradication of Gender-Based Violence (GBV) and holding government accountable for the National Strategic Plan on GBV (NSP-GBVF), especially on prevention (NSP-GBV Pillar 2: Prevention and Rebuilding Social Cohesion) and response (NSP-GBVF Pillar 4: Response, Care, Support and Healing). This will involve coordinated activism, strategic partnerships, and sustained pressure. Our intervention points towards prevention will include the following initiatives:

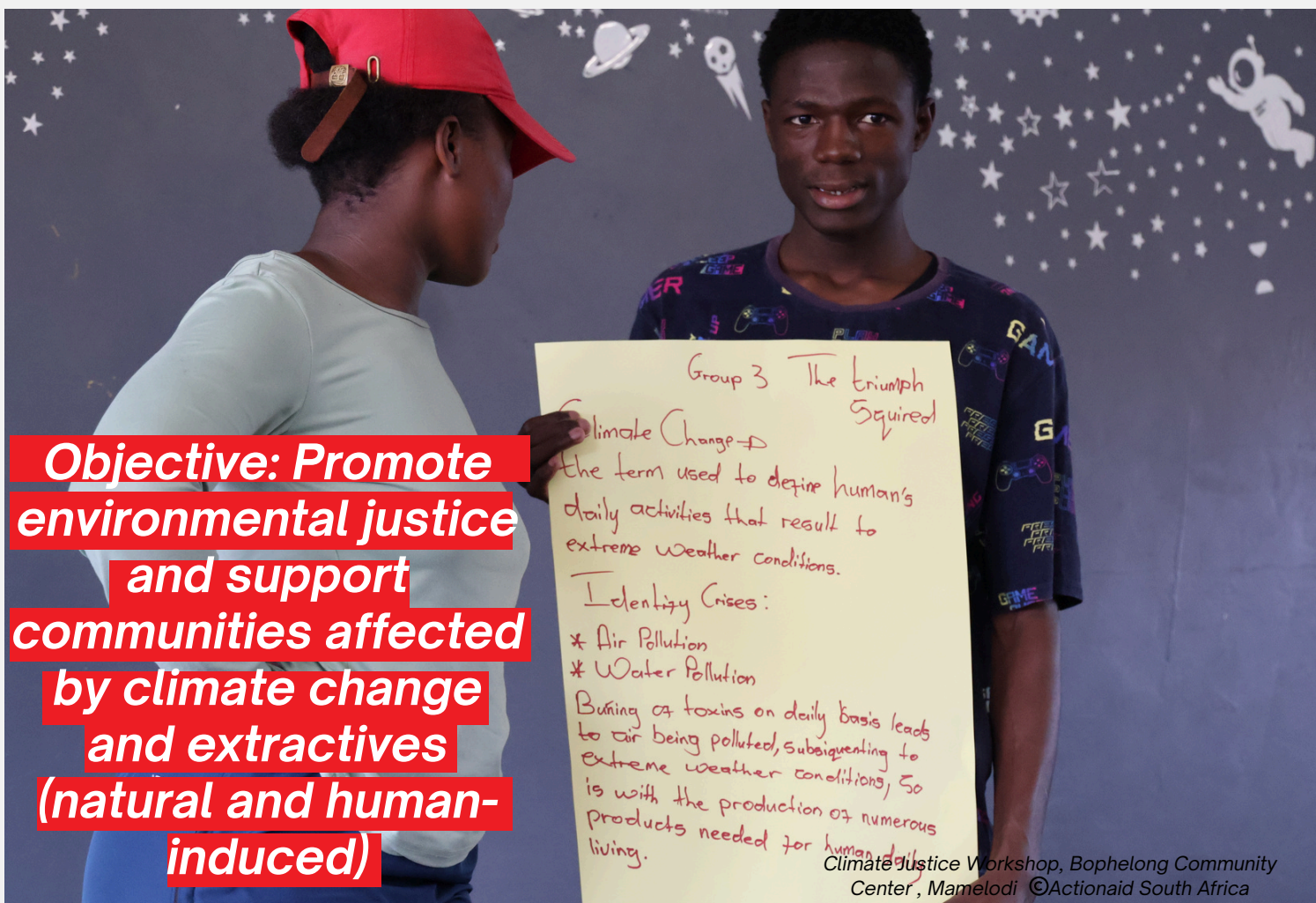
**Social and Behaviour Change:** Public education campaigns to shift harmful gender norms, patriarchy, and toxic masculinity; engage men and boys to become part of the solution through **School and Community-based Education**, working with traditional leaders, religious institutions, and local influencers

- **Media and Digital Engagement:** Use radio, TV, social media, and influencers to challenge GBV myths and normalize equality.
- **Rebuilding Social Cohesion:** Strengthen community networks and local leadership to foster **safe, inclusive communities** and encourage collective responsibility in preventing GBV such developing early warning systems to identify possible abuse (especially in children), encouraging reporting of cases and removing the stigma of seeking psychosocial care. Additionally, community preparedness includes ensuring that safehouses and shelters are accessible and amenable to survivors.

Accountability measures will include tracking implementation of the NSP-GBVF by auditing actual performance vs. stated commitments; consolidating local-level data on GBV cases into a meta-analysis of the scope and scale in every geographical area we operate in. This empirical analysis is critical for evidence-based advocacy to eradicate GBVF in all its forms.

2.

## Supporting Climate Justice and Resilient Communities



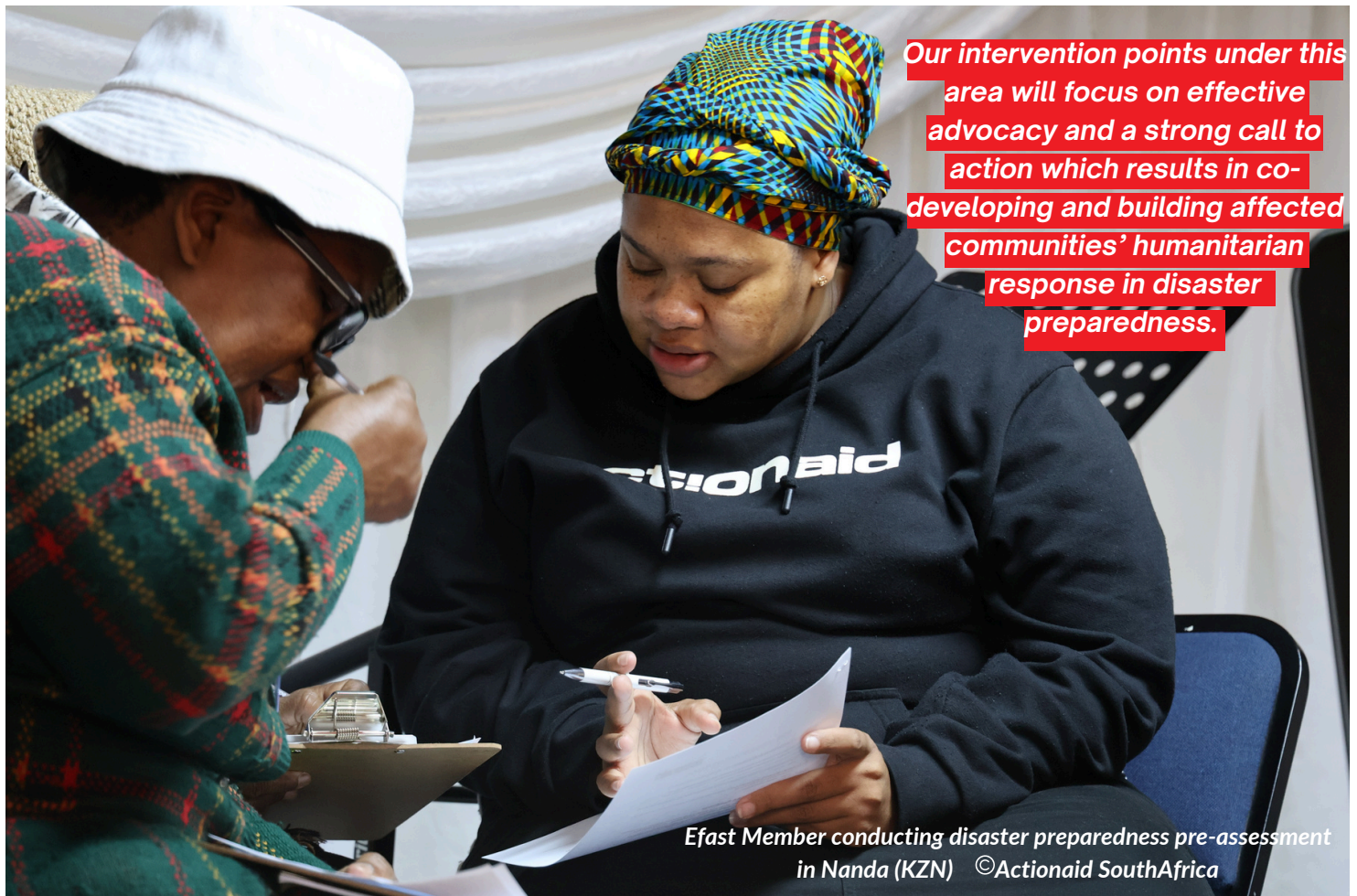
Noting the structural determinants of the climate catastrophe that we are facing is rooted in both natural (cyclones, earthquakes, water scarcity, rising sea levels, flooding, intense rains, flooding, typhoons, unpredictable weather patterns etc.) and human-induced causes (such as globalisation, industrialization, extractive-based economic system), it is critical that AASA positions itself towards contributing to climate mitigation, adaptation and resilience from a climate-care-gendered nexus perspective.

AASA's goal is not only to respond to disasters more effectively, but to transform the humanitarian system into one that is just, feminist, and rooted in solidarity. We are committed to long-term partnerships that rebuild trust, enhance resilience, and reimagine humanitarianism through the leadership of affected communities themselves.

Climate change increases care demands and burdens which disproportionately affect women and care work is essential for climate adaptation. For instance, food security, childcare, eldercare, and community rebuilding are important adaptive measures during shifts and shocks as a result of climate changes.

Investing in the care economy and financing effective infrastructure will enable stronger, more resilient communities to emerge.

This in turn will assist with improved climate adaptation and mitigation and enable effective humanitarian responses (such as early warning systems, evacuation mechanisms, food and shelter security). Our aim is to ensure that natural and human-induced disasters do not radically disrupt the socio-economic ecosystem. Human displacement, malnutrition and disease, GBV, interrupted education, loss of livelihoods and restricted access to technology are some of the costs of climate justice that cannot be ignored.



AASA recognizes that communities affected by disasters are not passive recipients of aid, but active agents of change with deep knowledge, resilience, and insight. In the face of climate injustice, inequality, and systemic neglect, our role is to stand beside those most impacted, co-creating futures where preparedness is power, and communities are the first responders and decision-makers in their own survival. Our interventions will include but are not limited to the following action points:

- local disaster adaptation, preparedness and response strategies
- development of community-based risk reduction strategies,
- mobilising of humanitarian resources and support
- gearing communities towards sustainable agriculture
- holding corporations and governments accountable for environmental damage

Our focus will be on intersectionality and protection, ensuring that disaster preparedness plans address the unique vulnerabilities of women, children, people with disabilities, LGBTQIA+ individuals, migrants, and those in informal settlements. We are intentional about designing responses that are trauma-informed, culturally sensitive, and that uphold the dignity and safety of affected populations.

AASA must ensure that the current policy trajectory avoids an overreliance on the physical science and renewable technology at the risk of ignoring the social dimensions of mitigation (e.g. job loss in coal towns). The Just Transition cannot focus on energy only-consideration must be made for other sectors, especially where women are most active, such as agriculture, the care economy, retail, education and health.

AASA must ensure that the current Nationally Determined Contributions (NDCs) are inclusive of community-led care responses improved resilience for women, youth, PLWD, elderly and the poor.

The NDC should provide concrete entry points for immediate gender integration that can ensure South Africa's climate response advances gender equality while effectively addressing climate change. AASA will engage in lobbying and advocacy to avoid the lock-in of gender-blind systems and investments that will shape development pathways for decades to come.

Despite having the power to govern, redirect, and regulate financial flows, many global institutions are failing to take bold and effective action to shift resources away from harmful activities and redirect them towards meaningful climate action and a just transition. There is an urgent need for funding care infrastructure and environmental restoration. Climate disasters disproportionately impact care systems and must be compensated. AASA will play a role in monitoring and holding powerful institutions accountable for financial flows and ensure that there is transparency in climate finance distribution.



Actionaid and Enkangala Unity Bridge for Democracy on the ground: Social Audit ©Actionaid South Africa

# YOUTH LEADERSHIP AND ENTREPRENEURSHIP



**Objective: Empower youth to engage in governance and to build social and economic entrepreneurship capacity.**

*YUW Movement Feminist parliament convening in Mamelodi(Pretoria) © Actionaid South Africa*

Youth unemployment in South Africa remains alarmingly high, with the first quarter of 2025 revealing 46.1% (ages 15–34) and 62.4% (ages 15–24) of unemployed youth. With almost 2 million discouraged and 45%+ NEET (Not in Employment, Education or Training)[1], there's an urgent need for targeted interventions in job creation, entrepreneurial skills development, artisanal training and education upskilling.

The economic empowerment and reduction of youth employment is paramount to South Africa's development trajectory. The social and economic costs of not addressing youth unemployment places our national development plan at risk. Faced with structural and systemic barriers such as patriarchal norms, the burden of unpaid care work, and period poverty, young women are slightly more affected by NEET status than their male peers.

AASA will raise its ambition in targeting youth development across its 5 intervention provinces. We will expose youth to skills development in organisation building and small enterprise development business leadership, facilitate civic education programs targeting young activists to shape and monitor pro-poor development policies that are transformative and sustainable. Such policy areas include: health, land and livelihoods, economic and financial inclusion, gender, climate justice and infrastructural challenges that reflect marginalised communities lived realities. Through the provision of leadership training and platforms for youth engagement in policymaking, our aim is to strengthen youth participation in democratic processes.

# Strengthen Human Rights and Democratic Governance

***Objective: to build inclusive, rights-based movements and deepen solidarity across sectors so that communities are equipped to advocate for policies that dismantle systemic inequality and promote eco-social justice.***

Although communities possess the agency to drive transformative change, their ability to access and influence essential public services is often constrained by entrenched corruption, top-down political decision-making, and the ongoing contraction of civic space. To address these barriers, AASA aims to strengthen collaboration between grassroots organisations and transnational networks, enabling communities to actively shape democratic governance and policy outcomes.

*AASA's key areas of focus will involve:*

- Advocate for progressive tax reform and corporate accountability to reduce wealth inequality and strengthen state capacity.
- Support the expansion and equitable implementation of social protection systems, especially for unemployed and underemployed populations.
- Strengthen labour rights movements, focusing on fair wages, decent working conditions, and collective bargaining.
- Forge and sustain alliances with feminist, labour, environmental, and economic justice movements (locally and globally) to build a unified front against intersecting injustices.
- Facilitate knowledge exchange and mutual learning through regional and international platforms and solidarity networks.
- Enhance community organising and grassroots advocacy through capacity development, leadership training, and support for policy engagement.
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- This strategic focus positions AASA as a convener and catalyst for bottom-up, rights-based governance, enabling excluded communities to move from protest to policy influence, and from marginalisation to meaningful participation in democratic life.

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<sup>16</sup> <https://www.gov.za/news/media-statements/statistics-south-africa-quarterly-labour-force-survey->

# KEY ACTIVITIES

1. **Capacity building:** structured workshops and training aimed at women and youth groups on key SRHR and EAWR issues/ challenges (incl. social entrepreneurship strengthening (e.g. financial inclusion, SMME compliance, Enterprise Supplier Development, Workplace readiness, Resource mobilisation and Financial inclusion; removing barriers to access to mainstream economic activities for women, youth, PLWD, LGBTQIA+)
2. **CBO organisation development and social movement building-** co-ordinate collection action on early warning systems, local economic development, access to service delivery,
3. **Research and Policy influence:** AASA will build its representation and participation in local, provincial, national and international platforms on climate justice, gender and youth issues through the generation of regular and relevant communication such as quick briefs, policy briefs, evidence- based research, media engagement, podcasts, community radio to amplify findings from participatory action and empirical research,
4. **Multistakeholder collaboration:** The following innovative partnerships are aimed at encouraging shared ownership, innovation, and practical implementation. These include consortia with public-private-CSO partnerships
5. **Campaign- linked convenings and events (local, national, provincial, regional)**
6. **Co-creation and Accountability Labs-** structured innovation spaces where diverse stakeholders (CBOs, academia, private sector, government, and activists) co-design solutions to specific social, economic or environmental challenges. This type of structure will be especially relevant for the Just Transition, Disaster Risk and Humanitarian support interventions as they place community-based voices at the centre of these issues.
7. **Participatory Policy Platforms-** these are multi-sectoral forums that include grassroots voices and ensure that community needs shape local and national policy. For example, AASA could facilitate a “People’s Policy Assembly” on community-based climate finance for adaptation, or GBV.
8. **Cross-Movement Solidarity Networks-** these are alliances between feminist, labour, environmental, youth, LGBTQI+ and disability rights movements, the aim of which is to strengthen collective power and resilience across intersecting struggles. AASA could anchor a “Justice Convergence Network” linking climate, gender, and economic justice movements.
9. Community-based joint **Monitoring & Accountability Mechanisms/ Platforms-** which enable collaborative tracking of government and corporate commitments (e.g., NSP-GBVF, climate finance, youth employment). This will enhance transparency and strengthen evidence-based advocacy. For example, AASA could initiate a community-led and co-designed “Social Justice Scorecard/ Dashboard” initiative.
10. **Knowledge and Learning Exchanges-** between grassroots leaders, researchers, and policymakers, aimed at building mutual understanding and capacity across sectors. For example, AASA could host a “Movement-Building Fellowship” for young activists and local government officials within S.A or facilitate corporate ‘sabbaticals’ in local level initiatives
11. **Community-Led Research Collaboratives-** these partnerships between communities, universities, and CSOs are aimed at generating disaggregated, action-oriented, grounded data. It is critical that communities are empowered to define research agendas and generate data and interpreted information for evidence-based advocacy. For example, AASA can conceptualise a “Gendered Climate Impact Observatory” that is co-managed by rural women’s groups and academic institutions.

# PROGRAMME IMPLEMENTATION

PROVINCE	PROJECT PATHWAYS			SPECIFIC FOCUS AREAS	TARGET GROUPS
	CLIMATE JUSTICE	GENDER	YOUTH		
Gauteng		x	x	Urban Poverty Youth empowerment SRHR with specific focus on GBV Economic Access and Women's Rights	Urban women: 16- 24-year age range GenG- urban and peri-urban men: 16- 24-year age range Gender-expansive community groups (LGBTQI+)
Mpumalanga	x	x	x	Procedural justice and participation of women and youth in the transition to renewables (SLPs/ IDPs)  Mitigation in the energy transition- gender and youth disaggregated data co-ordination  Design of community-based finance and funding mechanisms for the just transition  Economic justice and beneficiation in the transition  SMME and social entrepreneurship development	Local Youth-led and Women-led CSOs National departments (Dept. of Small Business Development)  Provincial departments  Municipalities (district and local)  Mpumalanga Green Cluster  Presidential Commissions: - PCC (Climate) - PYEI (Youth)
Limpopo	x	x	x	Access to natural resources, rural development, food security, land rights, agricultural sustainability	
KZN	x	x	x	Humanitarian and disaster risk mitigation, adaptation and resilience	Abahlali Basemjondolo
Eastern Cape	x	x	x	Climate adaptation Local economic development SRHR and GBV	Provincial departments Municipalities (district and local) Masimanyane Women's Rights International
Western.Cape		x	x	Urban Poverty Youth empowerment SRHR with specific focus on GBV Economic Access and Women's Rights  Access to land and eco-agricultural sustainability	Urban women: 16- 24-year age range GenG- urban and peri-urban men: 16- 24-year age range Gender-expansive community groups (LGBTQI+) Rural Women's Movement-CBOs

## Timeframes and Milestones

Year 1: Needs Assessment, Strategy Development & Pilot	Year 2-3: Program Implementation & Scaling
<ul style="list-style-type: none"><li>• Conduct <b>baseline studies</b> on the nexus between economic justice, gender equality, and climate risks.</li><li>• Engage <b>local communities, CBOs, and CSOs</b> in co-creation of programs that lead towards movement building.</li><li>• Develop evidence-based advocacy <b>strategies</b> on climate justice (mitigation/adaptation/resilience), social protection, GBV prevention and youth economic empowerment</li><li>• Launch <b>pilot projects</b> in priority provinces.</li></ul>	<ul style="list-style-type: none"><li>• Strengthen <b>community-led economic empowerment programs</b> (e.g., women's / youth cooperatives).</li><li>• Establish <b>youth training and employment hubs</b> in urban and rural areas.</li><li>• Support <b>climate-smart mitigation, adaptation and resilience initiatives</b>.</li><li>• Strengthen social movements that have capacity to advocate for <b>policy change</b> on key issues (climate finance, youth employment and economic empowerment, social protection).</li><li>• Expand successful models to more communities and provinces (upscale, wide-scale and deep-scale)</li><li>• Influence <b>systemic policy</b> shifts at national &amp; provincial levels, including stronger state capacity to address GBV and youth employment.</li><li>• Develop <b>community ownership models</b> to ensure long-term impact.</li></ul>

# PROGRAMME IMPLEMENTATION

Stakeholder	Key Responsibilities
Action Aid International	<ul style="list-style-type: none"> <li>· Strategic support</li> <li>· Linkages to global solidarity networks and initiatives</li> <li>· Operational support</li> <li>· Country-to-country learning</li> <li>· Evidence-based advocacy</li> <li>· HRBA promotion and communication</li> <li>· Research direction and guidance</li> </ul>
ActionAid South Africa	<ul style="list-style-type: none"> <li>· Implement country strategy</li> <li>· Provide leadership and direction on the CSP</li> <li>· Influence policy advocacy</li> <li>· Funding coordination.</li> </ul>
Community-Based Organizations (CBOs) and social movements	<ul style="list-style-type: none"> <li>· Community-level implementation and advocacy efforts</li> <li>· Direct participation and leadership in AASA programme design &amp; execution.</li> </ul>
Partner organisations	<ul style="list-style-type: none"> <li>· Solidarity for advocacy</li> <li>· Programme co-design</li> <li>· Shared value</li> <li>· Collective resource mobilisation</li> </ul>
National, provincial and local government	Policy engagement and programme integration.
National presidential commissions, agencies, and project management unitis	Policy implementation
Private Sector Partners	Provide financial and non-financial support (i.e. CSI and ESD funding, skills training, economic opportunities for youth employment, collaboration on social transformation initiatives and campaigns)
Others Including the Media and the Academia ?)	Evidence based advocacy and promotion as well as public sensitisation

# RISK MANAGEMENT FRAMEWORK

Strategic Priority	Risk Description	Likelihood	Impact	Mitigation Strategy
Advocacy & Influence	Low engagement from policymakers and stakeholders	Medium	High	Strengthen early stakeholder engagement and tailor briefs to current policy priorities
	Advocacy materials are not widely disseminated or used	Medium	Medium	Leverage networks, enhance digital visibility, and conduct feedback loops with users
Org Development & Capacity Building	Resistance to internal changes post-audit	High	High	Ensure inclusive, participatory audit process and clear communication of benefits
	Low member participation in capacity-building activities	Medium	Medium	Offer hybrid formats, incentives for completion, and align topics with member needs
Evidence Generation & Knowledge Sharing	Incomplete or low-quality data for studies	Medium	High	Partner with credible researchers and develop robust ToRs and data protocols
	Low usage of knowledge hub	High	Medium	Conduct UX testing, user training, and promote via member comms

# MONITORING, EVALUATION & LEARNING

By addressing systemic barriers and promoting inclusive policies, the transition to a eco-socially just economy can dismantle structural inequalities and contribute to poverty alleviation. Implementation and M&E of the strategy will be approached from a systems and sustainability perspective, versus short-term project outputs. In other words, the quantitative outputs need to intersect with the qualitative most significant changes in attitude, behaviour, norms, culture, policy and decision making. The ultimate impact is the extent to which our interventions contribute to long-term, intergenerational positive change.

The AASA M&E framework will establish clear indicators to track progress against expected impact, conduct baseline, mid-term and final evaluations, and ensure accountability through transparent reporting of the following broad Key Performance Indicators (KPIs)



## Impact indicators:

- Eco-social and economic Upliftment: assess the economic upliftment of households and communities.
- Long-term Sustainability: ensuring the sustainability of projects beyond initial interventions through effective resource mobilization and strategic investments.
- Policy/Legislative Changes: Monitor regulatory changes to advance social justice.
- Evaluate extent of corporate citizenship and responsibility to social transformation
- Address the disconnect between conceptual understanding of social justice and short-term, narrow-focussed and project-based CSI.
- Awareness raising of the connection between CSI investment in measurable sectors like education and health with social justice and human rights.
- Ensure to which CSI initiatives have a HRBA and gender lens and are conducted in fair and transparent manners.
- Identify hotspots- most vulnerable, less resilient, low mitigation and adaptation projects/ programmes/ initiatives.
- Measure the impact of climate/ environmental change on SRHR including: GBV, child marriage, FGM, access to contraception, HIV, mother-to-child HIV transmission, maternal health, adolescent health (esp. of girls and young women)
- Measure the impact of climate/ environmental change on food security: nutrition, food and energy availability, access, sourcing
- Measure the impact of climate/ environmental change on education and sustainable economic livelihoods for poor communities

OUTPUTS INDICATORS	OUTCOME INDICATORS	ASSUMPTIONS
<ul style="list-style-type: none"> <li>• Number of workshops and training sessions conducted</li> <li>• Number of women, youth and community groups supported</li> <li>• Policy briefs and advocacy campaigns launched</li> <li>• Number of gender-responsive policies influenced</li> <li>• Reduction in GBV incidents</li> <li>• Increase in employment rates among targeted groups</li> <li>• Improvement in community resilience metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community capacity and leadership</li> <li>• Improved enforcement of gender-responsive policies</li> <li>• Enhanced economic opportunities for marginalized groups</li> <li>• Increased resilience to climate change impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement and participation will be sustained</li> <li>• Policy environment will remain conducive to advocacy efforts</li> <li>• Funding and resources will be available for implementation</li> <li>• Partnerships with CSOs, academics, and other stakeholders will be effective</li> </ul>

Methodologies (Quantitative and Qualitative) using participatory M&E tools such as Most Significant Change and Outcome Harvesting to capture transformational change and stories of empowerment and resistance. This way we will embed evaluation for transformation, by shifting the needle from ‘tick-box’ compliance and ‘tracking outputs’ and to measurement of real and relevant transformative change for the constituencies we work with.

# OPERATIONAL FRAMEWORK

## Resource Mobilization and Sustainability

This section takes into consideration the current context of a highly restrictive funding space, geopolitical uncertainties, competition between CSOs for scarce resources and over-reliance on the global funding regime over the past three decades. The rise in climate and health disasters, intergenerational poverty and increasing socio-economic regression underscore the need for alternative, practical and sustainable funding solutions if we are to prevent, address and respond to these challenges in a meaningful way.

Considering this context AASA will take a **diversified approach** to its resource mobilization:

1. **Mobilise local funding:** toraise local funding, public awareness of AASA's interventions and impact needs to be further raised, especially through targeted engagement with local high net-worth individuals/ trusts and philanthropies. AASA's Theory of Change will be widely communicated to emphasise the importance of local funding in tackling root causes of inequality, including corruption.

Active engagement with Corporate Social Responsibility (CSI) and Enterprise Supplier Development (ESD) programmes is critical to encourage corporations to recognize the influence and impact of Civil Society Organizations (CSOs) in building political stability, social cohesion, rights recognition, and promoting constitutional imperatives. AASA will advocate for corporate involvement in social justice initiatives, emphasizing the benefits to business sustainability and societal well-being. To do this, AASA needs to pitch its Theory of Change towards building a strong business case for promoting the private sector as a valuable corporate citizen in transformation initiatives.

Local and regional organisations that mobilise local and regional funding, include but are not limited to:

- Social Justice Initiative (SJI)- supports grassroots and rural justice initiatives
  - Raith Foundation- supports social justice and democratic governance
  - Southern Africa Trust- regional integration and poverty eradication
  - African Women's Development Fund (AWDF)- women's rights and feminist organizing
  - Trialogue- a South African consultancy that specializes in corporate responsibility, with a strong focus on sustainability and corporate social investment (CSI). Trialogue is a valuable partner for organisations like AASA seeking to strengthen their CSI strategy, M&E systems, stakeholder engagement, and impact reporting
-



2. **Mobilise international donor funding:** these funders support systemic change, feminist leadership, and climate justice:

2.1 Social & Climate Justice, Gender and Democratic Governance:

- Ford Foundation- social justice, gender equality, and civic engagement
- Open Society Foundations- human rights, democratic governance, and youth empowerment
- Oak Foundation- climate justice, women’s rights, and movement building
- Global Fund for Women- grassroots women-led movements
- Democratic movements

- Mama Cash- feminist and LGBTQIA+ organizing
- Wallace Global Fund- climate justice and dem

- Bloomberg Philanthropies- public health, education, and climate innovation
- Amplify Change- SRHR advocacy
- Mama Cash- feminist and LGBTQIA+ organizing
- Wallace Global Fund- climate justice and dem

- Bloomberg Philanthropies- public health, education, and climate innovation
- Amplify Change- SRHR advocacy

**2.2 Climate & Environmental Justice Funders- focus on just transitions, climate adaptation, and community resilience:**

- Climate Justice Resilience Fund (CJRF)
- European Climate Foundation
- ClimateWorks Foundation
- Green Climate Fund (GCF)
- Climate Investment Funds (CIF)
- African Climate Foundation

**2.3 Economic Justice and Youth Employment-support for inclusive economic development and youth entrepreneurship:**

- Mastercard Foundation – youth employment and skills development in Africa
- Skoll Foundation – social entrepreneurship and systems change
- Lundin Foundation – inclusive economic growth and local enterprise development
- International Labour Organization (ILO) – decent work and youth employment
- UNDP Youth Empowerment Initiatives

1. Mobilise multilateral and bilateral Donors (existing/ potential funders that support national development, governance, and civil society strengthening):

- European Union (EU) Delegation to South Africa
- United Nations agencies (UN Women, UNDP, UNICEF, UNFPA)
- Swedish International Development Cooperation Agency (Sida)
- Norwegian Agency for Development Cooperation (Norad)
- German Development Agency (GIZ)



Actionaid Staff standing in solidarity with the Palestinians against genocide. ©Actionaid South Africa

## 1. ORGANISATIONAL DEVELOPMENT

AASA's Organisation Development (OD) priority over the next three years will be geared towards strategically positioning AASA as a country office of the federation, operating as a full member or associate member (or in transition to membership), with a defined mandate to lead ActionAid's work in South Africa. Noting South Africa's evolving political presence on the global stage, it is important the voices of the poor, vulnerable and marginalised are also considered in these global platforms. As displayed in this CSP, AASA will be co-creating national strategies aligned with ActionAid's global mission and collaborating on national campaigns and policy advocacy through robust partnerships with communities, civil society and local/ international funding partners.

Under this structural formation AASA can drive long-term national and regional development, humanitarian work, and advocacy aligned to the federation's broader Human Rights-Based Approach (HRBA). AASA can influence federation-wide decisions through country peer learning and sharing and participation in governance structures.

Mechanisms for establishing itself as a legal entity with a governing/ advisory body, accountable to local stakeholders and the federation will be put in place.

At an internal level, AASA will abide by its principle of a feminist ethic of care and execute a well-rounded, relevant People Care & Resilience strategy, which focusses on psychosocial support, trauma-informed leadership, burnout mitigation, mental health, and field safety. staff wellbeing, and burnout prevention. In addition to this AASA will formalise its position on hybrid work, caregiving leave, child-friendly spaces, and wellbeing days in its policy and practice, especially important for frontline and field-facing roles.

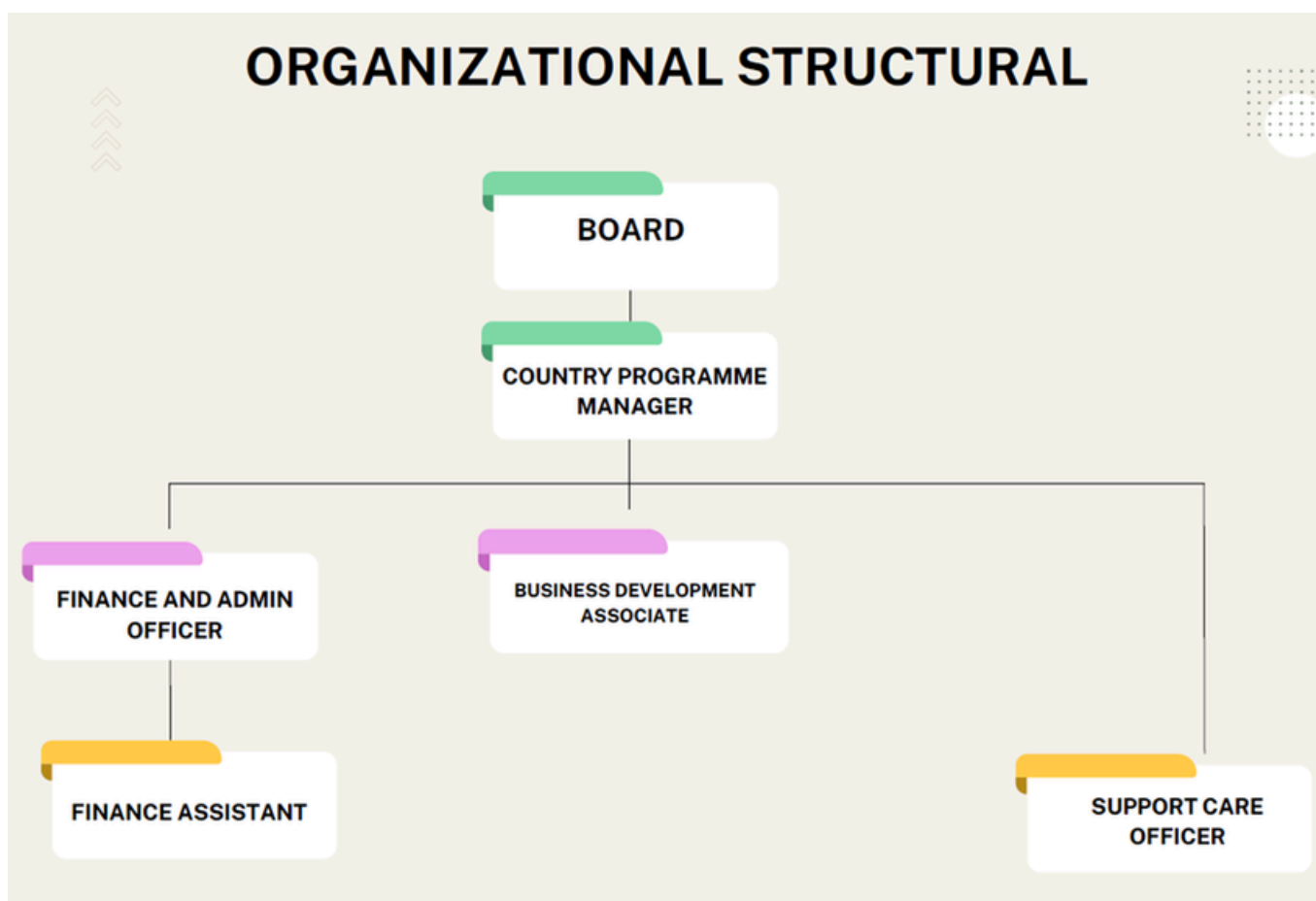
### Proposed Structure

A matrix structure is proposed support the effective delivery of the CSP. This structure allows for both programmatic and operational functions to be aligned. It contributes to efficiency and improved collaboration across units, breaking down silos, and fostering innovation. Additionally, the matrix structure enables more efficient use of scarce resources such as funding, human resources and time.

### Role Overview:

- Board of Directors: Provides governance and strategic direction.
- Country Programme Manager: Leads the country office and ensures alignment with federation's mission and CSP.
- Finance and Admin Officer: Oversees finance, logistics, HR, and compliance and provides administrative and clerical support to ensure smooth office operations.

Below is a formative structure that can expanded on as the organisation grows and develops



## Skills Requirements

The following comprehensive skills matrix is based on the core activities to be undertaken under the CSP.

INTERVENTION POINT	ACTIVITIES	REQUIRED SKILLS
Capacity Building	<ol style="list-style-type: none"> <li>1. Structured workshops on SRHR &amp; EAWR</li> <li>2. CBO development &amp; social movement building</li> <li>3. Social entrepreneurship strengthening</li> <li>4. Strengthen AASA Board capacity with crisis management and strategic leadership skills, ensure local representation, and foster a generational mix of youth and experience.</li> </ol>	<ul style="list-style-type: none"> <li>· Knowledge Areas: Gender justice and social inclusion; Financial literacy &amp; inclusion; SMME compliance &amp; ESD knowledge; Climate Justice Pathways</li> <li>· Facilitation &amp; adult learning</li> <li>· Curriculum development</li> <li>· Community engagement</li> <li>· Organizational development</li> <li>· Grassroots mobilization</li> <li>· Conflict resolution</li> <li>· Leadership coaching</li> </ul>

<p>Research &amp; Policy development</p>	<ol style="list-style-type: none"> <li>1. Participatory action research</li> <li>2. Empirical research</li> <li>3. Data collection (quantitative and qualitative)</li> <li>4. Research analysis</li> </ol>	<ul style="list-style-type: none"> <li>· Key knowledge area: Gender and social inequality; Labour market economics; Climate &amp; Environment policy and practice</li> <li>· Community-based research methods</li> <li>· Facilitation of research processes</li> <li>· Ethical research practices</li> <li>· Quantitative &amp; qualitative research analysis</li> <li>· Survey design &amp; statistical tools</li> <li>· Report writing</li> <li>· Data visualization</li> <li>· Monitoring &amp; evaluation (M&amp;E)</li> <li>· Business development</li> </ul>
<p>Multistakeholder Collaboration</p>	<ol style="list-style-type: none"> <li>1. Representation in policy platforms</li> <li>2. Communication (briefs, media, etc.)</li> <li>3. Business Development</li> <li>4. Multiple Stakeholder management</li> </ol>	<ul style="list-style-type: none"> <li>· Innovation facilitation</li> <li>· Design thinking</li> <li>· Cross-sectoral communication</li> <li>· Policy literacy and tracking</li> <li>· Stakeholder convening</li> <li>· Advocacy strategy</li> <li>· Systems Thinking</li> <li>· Policy and Public accountability mechanisms</li> <li>· Mentorship &amp; coaching</li> <li>· Intercultural communication</li> <li>· Programme coordination</li> <li>· Academic-public sector-community partnerships</li> <li>· Public speaking and Media engagement</li> </ul>

# BUDGET ESTIMATE (2026–2029)

This is a high-level estimate. A detailed activity-based, line-item budget can be developed based on specific programme design and donor requirements.

Budget Category	Estimated Annual Cost (ZAR)	3-Year Total (ZAR)
Personnel & HR	5,000,000	10,000,000
Programme Implementation	9,500,000	31,000,000
Monitoring & Evaluation	500,000	1,000,000
Advocacy & Communications	2,000,000	5,000,000
Capacity Building & Training	500,000	1,500,000
Operational Costs (Admin, Travel, IT)	3,500,000	8,500,000
Contingency (10%)	1,500,000	4,500,000
<b>TOTAL</b>	<b>20,500,000</b>	<b>61,500,000</b>