



**Centre for Environmental
Policy and Advocacy**

Centre for Environmental Policy and Advocacy

**STRATEGIC PLAN
2011 – 2015**

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LIST OF ABBREVIATIONS AND ACRONYMS

CBD	Convention on Biological Diversity
CBNRM	Community Based Natural Resources Management
CEPA	Centre for Environmental Policy and Advocacy
CISONECC	Civil Society Network on Climate Change
CONGOMA	Council for Non Governmental Organizations
CoP	Conference of Parties
CURE	Coordination Union for Rehabilitation of the Environment
DUS	Distinct, Uniform and Stable
GoB	Governing Body
GoM	Government of Malawi
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
IUCN	International Union for the Conservation of Nature and Natural Resources
MGDS	Malawi Growth and Development Strategy
MoF	Ministry of Finance
NAPA	National Adaptation Programme of Action
NGO	Non Governmental Organization
NSO	National Statistical Office
RAEIN	Regional Agricultural and Environmental Initiative Network
SABPI	Southern Africa Biodiversity Policy Initiative
SALARN	Southern Africa Land and Agrarian Reform Network
UNFCCC	United Nations Framework Convention on Climate Change
US\$	United States Dollar

EXECUTIVE SUMMARY

Incorporated in 2002, Centre for Environmental Policy and Advocacy (CEPA) has experienced consistent growth and has become one of Malawi's top environmental policy research and advocacy institutions and also a key contributor to many national, regional and international policy processes, related to environment and natural resources. Centre for Environmental Policy and Advocacy is also distinguished by bridge-building between: a) policy and practice; b) policy makers and local communities who are affected by policy implementation; and c) local actions and national and global policy debates.

Over the past five years CEPA has made a difference in a range of contexts: promoting legislative environmental representation; contributing to biodiversity and biotechnology policy making; facilitating access to environmental information, justice and public participation; undertaking policy research in land and agrarian reform; conducting capacity building and environmental advocacy; facilitating development of legislation in access and benefit sharing and farmers' rights; promoting local policy dialogue in climate change adaptation and agricultural biodiversity; coordinating voices of civil society on climate change policy issues; and participating in international policy debate on climate change and biodiversity. The work emphasized on policy research, analysis, lobbying and advocacy. These activities have improved the profile of the organization as evidenced by stakeholder responses and many requests for information, advice, participation and responsibilities the organization has received and continues to receive.

Looking to the future, by building on our strengths, our vision is *a just and equitable society that promotes sustainable development*. Our goal is *to carry out policy analysis and advocacy for sustainable environment and natural resources management*. The new Strategic Plan for 2011 – 2015 focuses on addressing two internal strategic issues and four important challenges in sustainable environment and natural resources management:

- i) Governance structure and management system;
- ii) Financial sustainability;
- iii) Biodiversity;
- iv) Climate change;
- v) Land and sustainable livelihoods; and
- vi) Environmental advocacy and justice.

To achieve our goals we will adhere to our five organizational values of:

- i) Promoting transparency and accountability;
- ii) Mainstreaming cross cutting issues;
- iii) Promoting gender equity and equitable access to natural resources;
- iv) Adhering to integrity; and
- v) Cultivating and promoting partnerships.

In order to maintain its institutional development level, programming capacity, and meet the ever increasing demand for its services in policy advocacy, CEPA will continue mobilizing resources. To achieve the aspirations of the organization as laid out in this

Strategic Plan, CEPA will need to recruit additional members of staff as well as train the existing staff. The strategy for facilitating community level interventions will be continued collaboration with partners who have field programmes. A monitoring and evaluation plan will be developed in Year One for effective tracking of progress and evaluation of impact of the activities to be implemented on all the strategic objectives. This Strategic Plan has been developed on the assumption that the political climate in Malawi will remain conducive to civil society participation in policy and legislative reform. Then, too is has been assumed that development partners will continue being interested in supporting interventions in biodiversity, climate change, land and environment.

1.0 INTRODUCTION

1.1 Purpose of the Document and Structure

This document presents a framework for strengthening the governance and management structure and programme focus areas for Centre for Environmental Policy and Advocacy (CEPA) for the period 2011 to 2015. The formulation of this five year plan is based on a review of the 2006 - 2010 CEPA Strategic Plan, input from staff, Board and a diverse range of key stakeholders. The document has seven sections. Section One is the introduction, providing the national context and background to CEPA. Section Two provides strategic challenges for the organization, both internally and externally as identified and agreed through a consultative process. In Section Three, CEPA's vision, mission and values are presented. Section Four outlines the strategic choices for the organization between 2011 and 2015. There are two internal strategic issues and four critical challenges to sustainable environment and natural resources management. In Section Five details of the strategic objectives and strategies have been provided. These have been provided in a tabulated format including anticipated targets for each year. The financial plan and its implications, including capacity of the organization to implement the strategy have been presented in Section Six. These are based on annual expenditure projections for the organization. Finally, Section Seven outlines the implementation arrangements, monitoring, evaluation and assumptions.

1.2 National Contextual Analysis

Malawi is a landlocked country in Southern Africa with an agro-based economy. In 2008, it was estimated that 40% of the country's population was poor, with 15% of them categorised as ultra poor. About 90% of the rural population consists of subsistence farmers who largely depend on agriculture for their livelihoods. Apart from agriculture there are very few alternative livelihood opportunities in Malawi. Agriculture contributes almost 40% of the total Gross Domestic Product and 90% of foreign exchange earnings (GoM-MoF, 2009). Key problems facing agriculture and food security in Malawi include low productivity, unsustainable land use and farming practices, lack of crop diversification, heavy dependency on rain-fed systems, vulnerability to impacts of climate change, and severe environment and natural resources degradation. Environment and natural resources problems include soil erosion, water pollution, deforestation, overfishing and poaching leading to socio-economic disruptions and food insecurity. The major immediate source of livelihood for those who are food insecure has been the unsustainable exploitation of natural resources.

Natural resources play a very significant role in influencing social and economic development at both household and national levels. Approximately 80% of Malawians depend on renewable natural resources for their subsistence and household income. The reliance on natural resources, particularly, biodiversity therein has increased with the growing effects of climate change on food production and livelihoods. Despite the benefits of natural resources to local people's livelihood strategies, there is evidence demonstrating that these resources are degrading at an alarming rate on account of unsustainable use largely arising from high population growth rates, poverty, agricultural expansion, inappropriate management practices, low capacities for governmental enforcement of legislation, and lack of policy implementation (CEPA, 2010). In addition, there is lack of clear policy linkage between natural resources and national development goals of poverty reduction and economic growth as spelt out in the Malawi Growth and Development Strategy (MGDS). In particular, management of climate change and natural resources, though prioritised in the MGDS, have not received the corresponding political

and budgetary resources to ensure that they are mainstreamed in government development programmes.

In addition, there is a general lack of stewardship to ensure the sustainability of the diverse ecosystem goods and services due to lack of awareness on the link between local communities' livelihood practices and the sustainability of ecosystems. Capacity building and awareness are urgently needed at community level to address this gap. Although agriculture is the mainstay of the economy and its significance on rural household's food sovereignty and food security the country lacks a framework policy that promotes the conservation and sustainable utilization of the crop and animal biodiversity. The other main constraint to the resilience of the agricultural sector in Malawi is the lack of implementation of farmers' rights. Implementation of farmers' rights continues to face challenges in the face of multinational corporations that are promoting 'modern' seed varieties. In addition, food insecurity and consumerism have adversely affected utilization and conservation of traditional varieties; hence putting at risk the sustainability of biodiversity in general and seed diversity in particular. The rights of farmers to save, exchange, sale, share and re-use seed are essential for reducing farmers' dependence on commercial seed companies and in promoting crop, and thus nutritional diversification. Implementation of farmers' rights in Malawi is constrained because the country lacks a proper policy and legal framework that deals with the participation of farmers in decision making in issues that affect them. Moreover, the understanding and engagement among farmers towards farmers' rights is limited. It must be noted however that there are progressive draft pieces of legislation on farmers' and plant breeders' rights¹. Farmers' rights have been incorporated into the draft Environment Management Bill (revised 2006). However, the process of enacting this Bill has actually stalled.

Furthermore, Malawi being a rain-fed agricultural economy has been heavily impacted by effects of climate change. Climate change is being manifested in various ways, including: dry spells, seasonal droughts, intense rainfall, riverine and flash floods. Droughts and dry spells have resulted in poor crop yields or total crop failure, leading to serious food shortages, hunger and malnutrition. Flooding has also severely disrupted food production in several districts in the country (GoM, 2009). In a recent report, Oxfam compiled extensive anecdotal evidence from farmers bewildered by changing patterns of rainfall and wind direction.

At national level climate change issues are becoming more visible and concern about climate change is growing rapidly, but action still lags behind. While most of the policy and decision makers are still preoccupied with debates about how climate change is affecting Malawians and planning the course of action to take; local communities are already experiencing the effects of climate change. These effects are being accelerated by the unsustainable exploitation of natural resources, notably deforestation. To this end Government of Malawi adopted and enacted legislation on environment and natural resources including the National Environmental Policy and Environmental Management Act, the National Forestry Policy and the Forestry Act, the Wildlife Policy and the National Parks and Wildlife Act. These provide different mechanisms and strategies for implementing and enforcing these various instruments. However, as noted earlier many of these policy and legislation suffer from lack of implementation. The major challenges include limited institutional, legal and administrative capacity to implement environmental policies and to ensure that there is enforcement of environmental laws and regulations.

Rural communities in most parts of Malawi are rising to the challenge of climate change, as evidenced by emerging coping and adaptation strategies. However, the effectiveness

¹ Torheim (2005) defines plant breeders' rights as a kind of intellectual property rights protecting plant varieties that fulfill the DUS-criteria; They are the most common type of intellectual property rights to plant genetic resources;

and sustainability of these reveal the need for more information on how climate change is affecting them and alternative adaptation strategies, particularly those related to agricultural methods. On the other hand, it is increasingly becoming clear that as funding opportunities increase, more influential government ministries and departments such as the ministries responsible for finance and economic planning are developing interest and seeking to control these funds. This trend is adversely affecting coordination efforts and derailing structured response and interventions to climate change including national preparations for international negotiations. This requires civil society institutions to raise concerns to ensure that government departments improve coordination. Furthermore, as a result of increased frequency in occurrence of climate change related events, Malawi has seen growth in climate change adaptation programmes and projects, most of them implemented by externally funded civil society organizations. These organizations are undertaking community based adaptation programmes, advocacy and awareness work which need effective coordination to gain synergies from combined efforts.

Another challenge affecting the predominantly agro-based and rural economy is increase in landlessness. Land is the most basic of all resources available for social and economic development in Malawi. However, landlessness has increased in recent years as population has risen. The landholding size in the country has diminished from 1.53 ha in 1968 to 0.8 ha in 2000. According to the National Statistic Office (NSO)², 55% of smallholder farmers have less than 1 hectare of cultivable land, which does not meet their basic food needs. Some of the key challenges and effects of land problems include: food insecurity, perceived inequities in access to arable land, tenure insecurity, environmental degradation and the cultivation of marginal land areas, loss of biodiversity, diminishing surface and ground water aquifers, soil loss due to erosion and deforestation, encroachment and fraudulent disposal of customary land by village heads, chiefs and government officials. Government of Malawi initiated policy and legislative reforms. Although much progress has been made in developing the National Land Policy and legislative reforms to support it, its implementation remains a challenge. The legislation formulation process has stalled and the policy is not widely understood, warranting extensive awareness and dialogue with key stakeholders.

The debate on land reform has recently received a new lease of life with the introduction of biofuels as a solution to use of fossil fuels and therefore contributes towards the curtailment of global warming. There has been a growing interest in biofuels, which appear to pollute less than fossil fuels, and are considered 'renewable', because they can substitute for 'non-renewable' fuels derived from finite mineral (fossil-fuel) resources. Energy hungry economies in the north with big capital are desperately searching for new methods to produce energy, and are increasingly seeking land and crops to produce agro-fuels, both in order to maintain energy intensity, and to reduce carbon emissions.

In Malawi, two major crops have been identified for bio fuel production. These are sugar cane for the production of bio-ethanol and jatropha for the production of bio-diesel. However, in the absence of a regulatory framework, the introduction of biofuels is potentially posing challenges. Key amongst these is possibility of fertile land being allocated to energy crops at the expense of food crops. Then too, bio fuels embody the further entrenchment of the agribusiness model based on industrial agriculture, which includes the use of monocultures and agrochemicals. This will inevitably lead to environmental degradation and the impoverishment of communities, especially in rural areas. Bio fuels also require the clearing of vast tracts of land thereby exacerbating deforestation and further reducing carbon sinks.

² 1998;

The country also faces serious challenges related to public participation in environmental management due to limited public access to environmental information and environmental justice as well as lack of space for their participation. In order to address this Malawi Government embarked on a revision of the framework policy and legislation in the environment and natural resources sector. However, although the framework policy and legislation has been in place since the late 1990s a number of important provisions which could provide access to environmental justice, increase access to environmental information and enhance compliance to environmental legislation have not yet been put into practice.

It is clear from the foregoing that civil society advocacy work will increasingly remain a major factor in policy development, review, reform and implementation. In addition, the need to facilitate profiling of insights of poor people living on the frontline in policy development and implementation as a prerequisite to increasing community resilience remains a priority. However all these require a robust institution with adequate capacity and ability to undertake quality research and policy analysis. There is therefore an urgent need to strengthen the capacity for policy analysis and advocacy in environment and natural resources management in Malawi in order to secure sustainable livelihoods and contribute towards achieving sustainable development.

1.3 Background to Centre for Environmental Policy and Advocacy

Centre for Environmental Policy and Advocacy was incorporated in 2002 as a think tank civil society institution seeking to contribute to policy advocacy for sustainable development. CEPA concentrates on environmental policy advocacy as a specific platform for influencing sustainable development.

Over the past five years CEPA has made a difference in a range of contexts, promoting legislative environmental representation, contributing to biodiversity and biotechnology policy making; facilitating access to environmental information, justice and public participation; undertaking policy research in land and agrarian reform; conducting capacity building and environmental advocacy; facilitating development of legislation in access and benefit sharing; and promoting local policy dialogue in climate change and adaptation. The work emphasized on policy research, analysis, lobbying and advocacy. These activities have improved the profile of the organization as evidenced by stakeholder responses and many requests for information the organization has received and continues to receive.

The organization has experienced consistent growth since 2006 and has become one of Malawi's top environmental policy research and advocacy institutions and also a key contributor to many national, regional and international policy processes, related to biodiversity, climate change and land. CEPA is also distinguished by bridge-building between: a) policy and practice; b) policy makers and local communities who are affected by policy implementation; and c) local actions and national and global policy debates.

At national level, CEPA has undertaken responsibility to become Secretariat for two important national policy processes. It is the interim Secretariat for the Civil Society Network on Climate Change (CISONECC) and is also the technical Secretariat for the development of the National Agricultural Biodiversity Policy for Malawi. These two responsibilities are important for mobilization and consolidation of civil society voices on climate change and integration of agricultural biodiversity issues in the National Agricultural Policy currently under development; formation of strategic partnerships for implementation of community based activities; and facilitation of grassroots advocacy. CEPA is also a member of both Council for Non Governmental Organizations in Malawi

(CONGOMA) and Coordination Union for Rehabilitation of the Environment (CURE). In addition, it is registered with the NGO Board.

At regional level CEPA is part of the Southern Africa Biodiversity Policy Initiative (SABPI) whose members are drawn from Malawi, Zambia and Zimbabwe³. SABPI provides an opportunity for contributing to regional policy positions on specific biodiversity issues. CEPA is a founding member of the Southern African Land and Agrarian Reform Network (SALARN). CEPA is also an alternate National Contact Institution for the Regional Agricultural and Environment Initiative Network (RAEIN) – Africa in Malawi. This is a Southern Africa network that promotes participatory development of appropriate science and technology for sustainable management of the environment and agricultural production systems. CEPA is also a member of the International Union for Conservation of Nature and Natural Resources (IUCN).

The organization's governance and management structure has six-members who meet in quorum once a quarter and continues to effectively provide strategic guidance to the institution. To date instruments for office systems and procedures, staff terms and conditions of service and communication and advocacy strategy have been developed and are being implemented. Institutional assessments conducted in 2007 and 2009 by our partners, that examined organizational systems, policies, procedures and strategic direction concluded that financial and expenditure management, financial reporting, procurement procedures, fixed assets registers, human resources policies, programming capacity and governance concluded that all these are effectively established and are being successfully utilized. However, it has been observed that the existing monitoring and evaluation system is inadequate and needs to be strengthened so that there is a dynamic process for feedback into the policy research, analysis, advocacy and capacity building processes. This will result in improving decisions about the most strategic implementation support. Moreover, for CEPA to maintain its institutional development level and programming capacity, and meet the ever increasing demand for its services in policy advocacy, the governance structure, staff capacity and infrastructure needs to continuously be strengthened.

³ SABPI is a sub-regional network of civil society organizations working in climate change, biodiversity, biosafety, trade, development and environmental issues in Southern Africa;

2.0 STRATEGIC CHALLENGES FOR THE ORGANISATION

2.1. Organizational Strengths, Weaknesses, Opportunities and Threats

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Reputation in research • Infrastructure • Diverse skill among the staffs • Financial prudence • Fund-raising strategy in place • Committed board members • Niche (competence in policy and legislation in environment and natural resources management) 	<ul style="list-style-type: none"> • Inadequate monitoring and evaluation system • Lack of focus (to many issues to address) • Narrow resource base: <ul style="list-style-type: none"> - Too few partners - Limited funding options - Consultancy • Limited capacity to develop fundable proposals • Staff turnover • Consultancy terms not motivating • Limited outreach to the grassroots (visibility) • Understaffed • Inadequate staff/board interaction • Lack of implementation of the management structure • CEPA not whistle-blowing 	<ul style="list-style-type: none"> • Committed and supportive partners/donors • Funding opportunities • Demand for service • Dealing with critical and interesting issues • Potential for partnerships 	<ul style="list-style-type: none"> • Lack of synchrony between Government prioritization of environment and natural resources management and practice • Unpredictable political climate • Over-dependency on donors • Dependency on government process in policy-making and implementation • Changing priorities by partners/donors • Contented with business as usual.

The key strengths of CEPA is the competence in policy and legislation in environment and natural resources management which have resulted in a reputation in undertaking quality research work. However there are internal weaknesses which have to be dealt with if programme delivery has to be enhanced. There are also a number of opportunities to build on to remove barriers and overcome the strategic challenges for the organization.

3.0 CEPA'S VISION AND MISSION STATEMENTS

3.1 Vision Statement

A just and equitable society that promotes sustainable development

3.2 Mission Statement

CEPA is a think tank and advocacy institution promoting sustainable environment and natural resources management

3.3 Goal

To carry out policy analysis and advocacy for sustainable environment and natural resources management

3.4 Identity Statement

CEPA is a non-profit, public interest organisation registered as a company limited by guarantee on 3rd April 2002 based in Blantyre, Malawi and facilitates sustainable economic development, environment and natural resources policy processes that are pro poor in their focus.

3.5 Organisational Values

3.5.1 Transparency and Accountability

CEPA shall at all times promote transparency and accountability in its projects, programmes and activities so as to remain credible and authoritative in its advocacy campaigns.

3.5.2 Crosscutting Issues

CEPA shall mainstream economic, political, social, cultural and analyses in its policy facilitation to ensure that such instruments are locally responsive and globally relevant.

3.5.3 Equity and Accessibility

CEPA shall promote gender equity at the work place and equitable access to natural resources with specific attention to the needs of the poor, marginalized and vulnerable groups by engaging at local level while linking to national and global structures.

3.5.4 Integrity

CEPA shall promote ethical, honest, and professional behaviour in its activities and shall ensure that the voiceless are given a platform to air their concerns.

3.5.5 Partnership

CEPA believes in cooperation both at national, regional and international level and shall therefore cultivate and strengthen ties with like-minded institutions in order to complement our respective roles and skills.

4.0 STRATEGIC CHOICES FOR 2011-2015

Building on its strengths CEPA will for the next five years focus on addressing two internal strategic issues and four important challenges in sustainable environment and natural resources management. These are:

- i) Governance structure and management system;
- ii) Financial sustainability;
- iii) Biodiversity;
- iv) Climate change;
- v) Land and sustainable livelihoods; and

vi) Environmental advocacy and justice.

5.0 STRATEGIC OBJECTIVES AND STRATEGIES

Strategic Objective 1:

To strengthen the governance structure and management system of CEPA

Strategic Objective 2:

To increase the availability of resources for CEPA to undertake all its programmes and meet financial obligations

Strategic Objective 3

To strengthen the capacity of CEPA and its partners in policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods and environment

Strategic Objective 4

To facilitate policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods

Table 1: Strategic Objectives and Strategies for the 2011-2015 Strategic Plan

Focus Area 1: Governance and management systems				Targets				
Specific	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To strengthen the governance structure and management system of CEPA	Institutional capacity of CEPA to effectively undertake policy analysis, advocacy and capacity building enhanced	Conduct regular board meetings	Number of Board meetings conducted	Quarterly board meetings organized	Quarterly board meetings organized	Quarterly board meetings organized	Quarterly board meetings organized	Quarterly board meetings organized
			Existing board membership of CEPA maintained	Six board members in place	Six board members in place	Six board members in place	Six board members in place	Six board members in place
		Conduct regular management meetings and reporting	Management structure fully implemented	Quarterly management meetings organized	Quarterly management meetings organized	Quarterly management meetings organized	Quarterly management meetings organized	Quarterly management meetings organized
		Train staff in monitoring and evaluation	Number of staff trained in monitoring and evaluation	Three staff members trained in monitoring and evaluation	CEPA monitoring and evaluation system in place	100% adherence to submission of reports	100% adherence to submission of reports	100% adherence to submission of reports
		Facilitate staff development and capacity building	Increase in quantity and quality of research on environment and natural resources management for sustainable livelihoods undertaken by CEPA	One staff member trained in accounting; Three staff members trained in policy analysis and grassroots advocacy	One staff member trained in accounting; Three staff members trained in policy lobbying and advocacy	One staff member trained in accounting; Three staff members trained in policy research and analysis	One staff member trained in accounting; Three staff members trained in training delivery and facilitation	One staff member trained in accounting; Three staff members trained in policy analysis and grassroots advocacy
		Facilitate staff training in proposal development	Number of trainings and number of staff trained	Four programme staff members trained	Two programme staff members trained	Two programme staff members trained	Two programme staff members trained	Two programme staff members trained

		Conduct team building exercises	Number of exercises	One per year				
		Review consultancy terms	Document with clear terms and revise consultancy rates for staff	One review				
		Develop a marketing strategy	Marketing strategy developed	One strategy				
		Review of condition of services	Condition of services reviewed		A document developed on the condition of services			
		Conduct staff needs assessment	Number of staff employed	One assessment	Recruitment			
		Organize staff/board retreats once a year						

Focus Area 2: Financial sustainability				Targets				
Objectives	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To increase the availability of resources for CEPA to undertake all its programmes and meet financial obligations	Processes, sources and activities for realizing financial resources for CEPA developed and implemented	Increase funding base for CEPA's annual budgets by undertaking policy research and analysis consultancies	Non-project related funds contribute 30% of CEPA's annual budget	6% increase per annum				
		Development and submission of project proposals	Number of proposals developed, submitted and funded	At least two project proposals developed and approved	At least two project proposals			

Focus Area 3: Biodiversity				Targets				
Objectives	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To facilitate policy analysis and advocacy in biodiversity	Development and implementation of national policy that promotes the conservation and sustainable utilization of crop and animal biodiversity expedited	Lobby for development and implementation of a national agricultural biodiversity strategy and action plan	A draft National Agricultural Biodiversity Strategy and Action Plan developed by the ministry responsible for Agriculture	<p>Publish and disseminate proceedings of the National Agricultural Biodiversity Workshop</p> <p>At least one policy brief on Agricultural Biodiversity produced and disseminated</p> <p>Engage in dialogue to draft the strategy and action plan</p>	Provide input to the drafting process for the National Agricultural Biodiversity Strategy and Action Plan	Monitor implementation of the National Agricultural Biodiversity Strategy and Action Plan	Monitor implementation of the National Agricultural Biodiversity Strategy and Action Plan	Monitor implementation of the National Agricultural Biodiversity Strategy and Action Plan
	Enactment and implementation of national legislation that provides for realization of farmers' rights and access and benefit sharing expedited	Lobby for enactment and implementation of revised Environmental Management Bill and drafting of the Plant Variety Protection legislation	<p>Plant Variety Protection Act enacted and implemented</p> <p>Revised Environmental Management Act enacted and implemented</p>	<p>Following up on 2009 action points on the Plant Variety Protection Bill and the revised Environmental Management Bill</p> <p>Engage in dialogue with policy makers in responsible institutions</p>	<p>Monitoring the implementation of relevant provisions in the revised Environmental Management Act</p> <p>Facilitate drafting of the Plant Variety Protection Bill</p>	<p>Monitoring the implementation of relevant provisions in the revised Environmental Management Act</p> <p>Facilitate Awareness Meetings for the key stakeholders and policy makers on the draft Plant</p>	Monitoring the implementation of relevant provisions in the revised Environmental Management Act	Monitoring the implementation of relevant provisions in the Plant Variety Protection Act

						Variety Protection Bill		
		Influence national and regional policy debate on realization of farmers' rights and access and benefit sharing	Number of policy debate meetings on farmers' rights and access and benefit sharing facilitated/participated at national and regional level	Facilitate one preparatory national workshop for the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) Governing Body meeting	Facilitate one national and regional preparatory workshops for the Convention on Biological Diversity (CBD)	Facilitate one national and regional preparatory workshops in preparation for the ITPGRFA Governing Body meeting	Facilitate one national and regional preparatory workshops for the CBD	Facilitate one national and regional workshops in preparation for the ITPGRFA Governing Body meeting
	Capacity of communities and other key players to sustainably manage ecosystems that are critical to their livelihoods increased	Conduct capacity building on linking biodiversity and poverty reduction at the community level	Advocacy and awareness information tools	Conduct research and analysis Develop awareness information tools	Dissemination of the information tools Carry out advocacy on improved management of ecosystems	Dissemination of the information tools Carry out advocacy on improved management of ecosystems Monitoring the level of stewardship in key ecosystems	Dissemination of the information tools Carry out advocacy on improved management of ecosystems Monitoring the level of stewardship in key ecosystems	Dissemination of the information tools Carry out advocacy on improved management of ecosystems Monitoring the level of stewardship in key ecosystems

Focus Area 4: Climate Change				Targets				
Objectives	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To facilitate policy analysis, advocacy and capacity building in climate change	Effective coordination for policy and practice influence of civil society organizations working in climate change enhanced	Coordinate and strengthen CISON ECC	Number of meetings coordinated and types of information shared	Four meetings of CISON ECC	Four meetings of CISON ECC	Four meetings of CISON ECC	Four meetings of CISON ECC	Four meetings of CISON ECC
		Conduct evidence-based research and dissemination of community adaptation strategies	Number of awareness and policy dialogue on climate change adaptation sessions conducted	One adaptation strategy disseminated	One adaptation strategy disseminated	One adaptation strategy disseminated	Two adaptation strategies disseminated	Two adaptation strategies disseminated
	Increased awareness and policy dialogue on climate change and sustainable natural resources management	Participate and influence national policy development, review and implementation processes in climate change	Number of climate change related policies developed, reviewed and implemented	Two policy instruments participated in its development and review				
		Facilitate and participate in international policy debates in climate change	Number of international climate change policy debates participated in	Facilitate and participate in one national workshop to input into Malawi Government position at UNFCCC intercessions and COPs per year Participate in one international climate change policy debate				

				per year				
	Community resilience to climate change through improved access to information and technologies enhanced	Conduct awareness on climate change effects and adaptation at community level	Number of awareness sessions conducted at community level	One information toolkit developed based on desk and field study	Three district seminars conducted per year		One review of status of adoption of adaptation strategies at community level	
		Lobby for policy harmonization and integration of environmental principles in adaptation strategies	Number and type of lobbying activities undertaken	Identification of gaps, inconsistencies and conflicts amongst policies	One dissemination workshop on the policy research	Dialogue with policy makers from two sectors	Follow up on the action points from the dialogue and the workshop	Follow up on the action points from the dialogue and the workshop
		Building climate change adaptive capacity through integrated water resources management	Number of awareness and policy dialogue on integrated water resources management undertaken	One awareness and dialogue sessions conducted per year				

Focus Area 5: Land and sustainable livelihoods				Targets				
Objectives	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To advocate for formulation and implementation of pro-poor policies and legislation in land	Policies and laws supportive and conducive for the poor and vulnerable groups implemented	Facilitate land policy research	At least one policy research conducted and disseminated every year	One policy research on land and the impacts of biofuels on food security One review to establish status of the draft land bill	One policy research on land and climate change One review to establish status of the draft land bill	One review of land law and policy implementation	One policy research on land use and environmental degradation	One policy research on land and poverty
		Document and publish land case studies and policy briefs based on research areas undertaken above	Number of land case studies and policy briefs published and disseminated	One case studies and policy briefs produced and disseminated per year				
		Facilitate and participate in activities of Landnet	Number of meetings organized and participated in	Organize/participate in two meetings per year				
		Participate in activities of the Southern Africa Land and Agrarian Reform Network	Number of activities participated in	Participate in annual meetings				
	Improved land administration and management at community level	Conduct awareness amongst the poor and vulnerable on the contents of the land policy and ensuing legislation	Number of awareness meetings conducted	Four awareness meetings on the land policy contents per year				

Focus Area 6: Environmental advocacy and justice				Targets				
Objectives	Expected Results	Strategies	Outputs	2011	2012	2013	2014	2015
To strengthen the capacity of CEPA and its partners in environmental advocacy and justice	Visibility and outreach of CEPA enhanced	Manage CEPA Website	CEPA Website managed and running	Quarterly update of website on each of the four themes and related issues				
		Build the profile of CEPA	Number of network memberships maintained	Maintain annual subscription and membership to CURE, National CBNRM Forum, SABPI, CISONEC, LandNet, NGO Board, CONGOMA, SARLARN and IUCN				
			Number of CEPA publications developed and disseminated	Publish two issues of Nature's Voice with at least four policy issues raised annually				
				One leaflet developed and disseminated		Leaflet reviewed and updated		
				Prepare and disseminate one policy brief on topical issues per year				
				One CEPA annual report developed and disseminated				

			Number of jingles developed and disseminated	One jingle per year				
		Review and implement CEPA's advocacy and communication strategy	Advocacy strategy reviewed and implemented	Review existing Strategy	25% of strategy implemented	50% of strategy implemented	75% of strategy implemented	100% of strategy implemented
To enhance access to environmental justice and information and compliance to legislation	Enhanced understanding amongst various stakeholders on existence and contents of environment and natural resources policies and legislation	Conduct awareness amongst stakeholders on existing policies and legislation and their status of implementation	Number of awareness meetings conducted	Lobby for implementation of one provision which promotes access to environmental justice and information per year	Two district awareness meetings on the contents of the policy Review on the status of policy implementation	One national awareness meeting on status of policy implementation	Four district awareness meetings on the contents of the policy	Four district awareness meetings on the contents of the policy
		Establish working relationship with the media and consistently provide information on the four thematic areas	Number of channels used and articles produced with information from CEPA	One inventory of media practitioners working in environment ; Two press releases developed and published per year; Twelve feature articles (electronic/print) developed and published per year	Updated inventory of media practitioners working in environment annually; One training session for media on environmental reporting		One training session for media on environmental reporting	

6.0 FINANCIAL PLAN AND IMPLICATIONS

6.1 Financial Implications

Table 3: Annual Financial Summary (US\$)

Focus Area	2011	2012	2013	2014	2015
Biodiversity	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00
Climate change	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00
Land and sustainable livelihoods	50,000.00	75,000.00	82,500.00	90,750.00	99,825.00
Environmental advocacy and justice	50,000.00	75,000.00	82,500.00	90,750.00	99,825.00
Governance and management	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00
Personnel	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00
Total	570,000.00	667,000.00	733,700.00	807,070.00	887,777.00

The organization is already negotiating with various organizations for possible financial support to its projects in line with the revised strategic plan. Project proposals have been submitted to Development Fund of Norway and Dan Church Aid. Discussions have been initiated with World Resources Institute and Christian Aid for future cooperation in resource mobilization. CEPA has also joined other organizations such as Development Fund and the Global Community Based Biodiversity Management Consortium in resource mobilization for future project activities. It should be mentioned that the negotiations are for partial support for the various interventions related to the focus areas. The organization has to continue mobilizing resources to ensure that the strategic plan is successfully implemented.

6.3 Capacity of the Organisation to Implement the Strategic Plan

To achieve the aspirations of the organisation as laid out in this strategic plan, the organisation will need to recruit additional members of staff as well as train the existing staff. Specifically, the organisation needs to have a full time lawyer in order to fully develop the environmental advocacy and justice theme and a programme officer to facilitate grassroots advocacy work. Where necessary, student interns shall be recruited for specific activities to beef up the staffing levels in the organisation. Together with the existing members of staff, the organisation will be able to implement the strategic plan. The organisation will also need to replace pieces of equipment such as desk top and laptop computers; office furniture as well as vehicles to enable staff operate with efficiency and effectiveness.

7.0 MONITORING OF IMPLEMENTATION

7.1 Implementation Arrangements

Guided by the Board, CEPA shall maintain its offices in Blantyre. However to facilitate community level implementation of specific projects CEPA will continue collaborating with its partners to enable it utilize their field offices and personnel. CEPA will be engaging individuals or organisations on sub-contractual basis to perform or carryout some specific consultancy assignments on its behalf. The organisation will also continue to sell its policy research services on cost recovery basis in order to generate financial resources for its operations. The organisation will also enter into strategic partnerships with other local and international organisations to deliver particular services or implement particular programmes, particularly those with field presence.

7.2 Monitoring and Evaluation

In order to ensure that the five strategic objectives outlined in this plan are accomplished a monitoring and evaluation plan will be developed in Year One. This will be used by staff to monitor progress and gauge impact.

On quarterly basis, the board will meet to review and reflect on the progress as well as provide guidance to management on the implementation progress. Staff-board retreats will also be organized once a year to reflect on the progress of implementing the strategic plan. A midterm review will be carried in 2013 to review the progress of implementing the strategic plan and make necessary changes where necessary based on the lessons learnt during the three-year implementation period. At the end of the five years (2015), an end of programme evaluation will be carried out to assess the performance, impact of implementing the revised strategy. The evaluation will help staff, management and board to re-strategize based on the emerging issues and lessons from the evaluation.

Staff will continue meeting on a fortnight basis to review their activity plans and report on progress. All programme personnel will prepare and submit monthly reports to outline major milestones accomplished, challenges encountered and plans for the following month. Bank reconciliations and ledgers will be prepared every month to enable management track expenditure. At the end of the quarter programme meetings will be held to review quarterly progress and develop plans for the next quarter. This will also be used to consolidate a report for submission to the board which will meet once a quarter. Annual financial audits will be conducted for all CEPA accounts by certified external audit firms. Annual reports for the organization will be prepared for sharing with stakeholders.

7.3 Assumptions

There are also some assumptions that are made in the revision of this strategy including the following:

- i. The political climate will continue to be favourable;
- ii. Other organisations will be willing to continue working with CEPA;
- iii. Development partners will continue being interested in supporting interventions in biodiversity, climate change, land and environment; and
- iv. Additional members of staff will be recruited in the course of implementing the strategic plan.