



Centre for Environmental
Policy and Advocacy

STRATEGIC PLAN 2021-25





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ACRONYMS

CEPA	Centre for Environmental Policy and Advocacy
CSO	Civil Society Organisation
ENRM	Environment and Natural Resource Management
GDP	Gross Domestic Product
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
M & E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
SADC	Southern Africa Development Community
SDG	Sustainable Development Goals
TOC	Theory of Change
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change



SUMMARY

This document is the new road map to guide the Centre for Environmental Policy and Advocacy towards the organisational vision of a just and equitable society that promotes sustainable development. Following the expiry of the 2016-2020 strategy, CEPA appreciates the incredible contribution the organisation has made in achieving the intended objectives on **policy research and advocacy** and **institutional strengthening**. Through our work, we have contributed to the reform in the governance of natural resources such as land, forests, and minerals. We have shaped the policy agenda on climate change and sustainable agriculture. We have helped communities exercise their civic duty by creating spaces where they can interact with duty bearers and we have facilitated access to environmental information.

Five years on, the organisation now faces new challenges and opportunities in a rapidly changing world and our relevance remains unquestionable. The successes of our advocacy work in the previous period leading to the development and adoption of various policy instruments and the adoption of Malawi's Vision 2063 has presented new opportunities to advance their implementation. At global level, the increasing influence of the sustainable development goals (SDGs) on development programming has ushered in an unprecedented era of explicit convergence between the environment and development. On a more challenging note, the organisation is increasingly aware of new and unusually complex challenges such as the increasing planetary pressures, and the Coronavirus pandemic which has completely redefined life as we know it across the world.

As we plan for the future, we are inspired by the lessons from the past 5 years and endeavour to adapt to the changing context while maintaining our identity. The 2021-2025 CEPA Strategic Plan will continue to support the development of the organisation through institutional strengthening; and fulfil our mission through our policy research and advocacy work.

We are committed to achieving our mission through **policy research and advocacy**, under 3 thematic areas:

NATURAL RESOURCES	Governance of non-renewable natural resources strengthened
BIODIVERSITY	Implementation of biodiversity conservation and management policies improved
CLIMATE CHANGE	Climate change policy implementation enhanced

To ensure that the organisation and our staff have the required capacity to fulfill this mission, CEPA will focus on the following areas for institutional strengthening:

RESOURCES	Increase the institutional budget
VISIBILITY	Increase public access to environmental information

Over the next 5 years, we will realise these objectives through advocacy and lobbying, capacity building, partnership, research, behaviour change communication, human resources development and resource mobilization.

A WORD FROM THE BOARD CHAIRPERSON

Having successfully implemented the 2016 – 2020 Strategic Plan, courtesy of our supporting partners and stakeholders, CEPA has developed this blueprint to guide institutional development and programme work in the context of the ever-changing environment. Given the speed of environmental change and the need for action, defining a strategic focus can be challenging. The new strategic plan therefore helps CEPA to ensure balance between ambition and feasibility.

The new strategic plan consolidates gains made in the implementation of the previous strategic plan and seeks to respond to emerging challenges. For example, the development of an environmental information and knowledge management platform (an online library of environmental information) during the 2016-2020 strategic period has proved to be a useful source of information to our stakeholders within and beyond Malawi. The 2021-2025 CEPA strategic Plan seeks to build on such gains by raising the bar of knowledge management to increase outreach. In addition, the plan has maintained the complementary functions of institutional strengthening and policy research and advocacy. While policy research and advocacy defines the scope of programme work, institutional strengthening helps to sustain and to grow the organization, thereby supporting delivery of programme work.

Apart from drawing insights from the 2016 to 2020 Strategic plan, the 2021-2025 strategic plan builds on the previous strategies that have guided CEPA's work. In particular, the strategy has included the urban focus which has not been an area of attention in CEPA's programming thus far. Urban aspects of focus include policy research and advocacy in land use planning and development control, and waste management. In addition, the strategy has defined advocacy priorities based on the strategic areas of focus. This in itself builds on previous plans in which advocacy strategies were developed outside the strategic plan. The plan has also situated CEPA's work in the global framework of sustainable development goals in ways that make the plans highly relevant to local and global environmental challenges.

It is my hope that you will find the plan informative and useful to your own work as we work together towards a just and equitable society that promotes sustainable development.



Karen Price
Board Chairperson

We Are CEPA

Malawi's leading environmental policy research and advocacy institution.



THE CENTRE FOR ENVIRONMENTAL POLICY AND ADVOCACY

The Centre for Environmental Policy and Advocacy (CEPA) is a non profit NGO and a think tank that was formed in 2002 with a niche in policy, research and advocacy on environmental issues. CEPA was established to contribute to policy advocacy for sustainable development to fill the existent gap in research and advocacy on environmental and natural resources management issues. Over the years, we have experienced remarkable institutional growth. CEPA is registered as a Trust under the Trustees Incorporation Act with a two-tier governance with a Board of Trustees and Board of Directors.

CEPA's mandate is drawn from its constitution under the following 3 objectives:

1. To promote the development of ecologically, economically, socially, and politically sustainable environmental policies in Malawi and within Southern African Development Community (SADC)
2. To facilitate improved understanding of the policy formulation and development processes
3. To facilitate and promote participatory processes of environmental legislation and policy formulation, implementation and compliance.

CEPA has contributed to various policy and legislative processes. Some specific contributions have been in biodiversity, extractives and biotechnology policy processes;

1. Facilitating access to environmental information, justice and public participation
2. Undertaking policy research in land and agrarian reform
3. Conducting capacity building and environmental advocacy
4. Facilitating development of legislation in access and benefit sharing
5. Promoting local policy dialogue in climate change, disaster risk management, mining and agricultural biodiversity.

We remain focused on our mission and emphasize policy research, analysis, lobbying and advocacy.

Our programming through the years (from 2016 to 2020) was based on translating International frameworks and policy frameworks in the Environment and Natural Resources Management (ENRM) Sector. Our programmes have been instrumental in promoting the conformity of Malawi's policies to international frameworks and implementing the policies thereby contributing to sustainable development and management of natural resources at local, national and ultimately at global level. Our work contributed to the following Sustainable Development Goals; Goal 2 (Zero Hunger), Goal 13 (Climate Action) and Goal 15 (Life on Land).

CEPA's work has promoted biodiversity conservation as stipulated under the Convention on Biological Diversity (CBD), implementation of the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) through advocacy for national policies to recognize and promote agricultural biodiversity and Farmers' Rights. We have also promoted climate change adaptation and mitigation as stipulated in the United Nations Framework Convention on Climate Change.

Our work on policy research and advocacy has contributed to increased level of accountability in the development and implementation of various Environment and Natural Resources Management (ENRM) policies through engagements with policy makers and other key stakeholders within the sector.

We have responded to current national needs in the ENRM sector by influencing the development of policy frameworks such as the National Agriculture Policy, the Seed Policy and Bill, and the new Mines and Minerals Act. We have also empowered communities through enhanced access to information on mining development processes, climate change, agrobiodiversity and inclusive development. Our project design and planning process has ensured that we are reducing inequalities by responding to the needs of women, children/youth, men and the physically challenged through social inclusion and rights safeguarding.

We are reducing inequalities by responding to the needs of women, children/youth, men and the physically challenged.

Partnerships Into the Future

Within the period 2016 to 2020, we have forged new partnerships while maintaining the confidence of our long term partners such as the Development Fund of Norway who have supported our work for over 15 years. Our resource base increased from MK539, million in 2016 to MK686, million in 2019; representing a 27% increase over the period.

OUR IDENTITY

CEPA's work ethic is espoused in our **VALUES** which we aspire to live out within our workplace and as we fulfil our mission in the world and in the communities we impact.

1. We shall, at all times, promote **transparency and accountability** in our projects, programmes and activities to ensure credibility and command authority in our advocacy campaigns;
2. We shall remain **responsive and dynamic** to emerging economic, political, social and cultural perspectives in our policy, research and advocacy initiatives to ensure that policy instruments are locally responsive and globally relevant;
3. We shall promote **equity** in the work place and equitable access to natural resources with specific attention to the needs of women, men, girls, boys, the poor, marginalized and vulnerable groups;
4. We shall safeguard our **integrity** through ethical, honest, and professional behaviour in our interventions and interactions; and
5. We believe in cooperation through national, regional and international **partnerships** with like-minded institutions in order to complement their respective roles and skills. The only way to get there is together.

Our VISION
Is a just and equitable society that promotes sustainable development

Our MISSION
Is to be a think tank and advocacy institution promoting sustainable environment and natural resources management

The GOAL
Is environmental and natural resources policies implemented for sustainable development

A Changing World



OPERATING CONTEXT

Malawi is a landlocked country in Sub-Saharan Africa with an agro based economy. Environment and natural resources are the bedrock of the country's economy. It is endowed with a diversified natural resource base which includes soils; forest resources; rich and diverse fish resources; agricultural biodiversity; wildlife; and minerals. The country's population was estimated at 17.5million with a growth rate of 2.9% per annum and is expected to double by the year 2042¹.

Malawi's natural resources have the potential to provide the basis for sustainable socio-economic development of the country, if properly utilized. However, these natural resources are facing increasing pressure from rapid population growth; unsustainable land use practices; deforestation; water depletion; pollution; loss of biodiversity; and high levels of vulnerability to impacts of climate change. While the country has made commendable strides in creating a policy framework that promotes sustainable development, these have not translated into practice due to weak implementation and governance mechanisms.

Depletion of Natural Resources

Malawi is quickly losing forest cover due to increasing energy demands and high dependency on biomass fuels such as firewood and charcoal; and land use changes for agriculture and housing due to rapid population growth. Increased pressure on forest resources has led to utilization of forest resources at a rate exceeding replacement which is unsustainable and bad for our environment. The deforestation losses stand at 2.8% annually, which is the highest rate of deforestation in the Southern African Development Community. Deforestation is recognized as a major driver of the loss of biodiversity and ecosystem services² and land degradation.

Loss of Agrobiodiversity

Agricultural biodiversity is a critical resource to smallholder farmers as it provides them with food security, nutrition and sustenance of their livelihoods. Over the past two decades, there have been dramatic changes in agriculture worldwide with the current agricultural practices in Malawi significantly contributing to genetic erosion since they favour improved introduced crop and livestock species over local species such as emphasis on one crop - hybrid maize production. Overemphasis on high potential, environmentally sensitive breeds is creating serious challenges for the sustainability of the mixed farming systems and for coping with emergencies or shocks such as hunger, droughts, floods and crop diseases. Moreover, there is little support going to communities to promote local plant genetic resources because of policy distortions. This poses a significant challenge to the future and sustainable contribution of genetic resources for food and agriculture to many farming communities whose livelihoods are derived from their use.

1. 2018 Population and Housing Census Report.

2. Ngwira and Watanabe, 2019. An Analysis of the Causes of Deforestation in Malawi: A Case of Mwazisi.

Climate change

Malawi is one of the most vulnerable countries to climate change. A situation that is further aggravated by low adaptive capacity; heavy dependency on rain-fed systems and severe environment and natural resources degradation. The sectors mostly affected by impacts of climate change include: agriculture, fisheries, forestry, infrastructure, health, water and gender. Climate change models paint a bleak picture for Malawi. Malawi's mean annual temperature has increased by 0.9°C between 1960 and 2006, an average rate of 0.21°C per decade³. The combination of higher temperatures and less rain will affect 90% of Malawi's smallholder farmers. The impacts of climate change are being manifested in various ways in the country. The country has experienced increased frequency of extreme climatic hazards such as intense and unreliable rainfall, sudden and severe floods, droughts, prolonged dry spells, heavy thunderstorms and hailstorms.

Significant policy developments

In response to the growing challenges, the Government of Malawi has adopted policies and enacted legislation which provides mechanisms for regulating use and management of the environment and natural resources. In the last 5 years, some of the key ENRM governance instruments are: National Climate Change Policy (2016); Environment Management Act (2017); 10 Land related laws including the Customary Land Act (2016); Mines and Minerals Act (2018); Artisanal and Small Scale Mining Policy (2018); Forestry Act Amendment (2019); and National Waste Management Strategy (2019).

Malawi is the 11th African country to regulate single use plastics through its adoption of a ban on production and use of single use plastics. The ban is a notable landmark in the drive towards sustainable waste management in the country. In 2020, Malawi ushered in a new Government regime which has expressed commitment towards environment and natural resources management. The new Government has instituted a board of directors for the Malawi Environmental Protection Authority (MEPA). The authority was formed following the enactment of the Environmental Management Act (2017), and given far-reaching powers and duties to coordinate and monitor all activities concerning the protection and management of the environment.

In 2021, Malawi launched the Malawi 2063, a long term development plan in succession to Vision 2020. The strategy lays out a development roadmap for the country with a shift from poverty reduction to wealth creation and self reliance. The MW2063 has three main pillars: Agriculture productivity and commercialization; Industrialization; and Urbanization. There are seven enablers identified to facilitate the realization of the pillars and of particular interest is the inclusion of "Environmental Sustainability" as a final enabler. Under this enabler, the strategy explicitly states the challenges contributing to environmental degradation in Malawi; and makes specific commitments related to the management of natural resources such as land tenure reforms; sustainable waste management; sustainable energy sources; building climate change resilience; and enhanced implementation of policies. The MW2063 is aligned with the African Union Agenda 2063 and contributes to its achievement.

At international level, Malawi is party to various United Nations Conventions. These include the Convention on Biological Diversity, United National Framework Convention on Climate Change (UNFCCC), 2015 Paris Agreement, United Nations Convention on Combating Desertification, International Treaty on Plant Genetic Resources for Food and Agriculture and Convention on Wetlands of International Importance. In order to fulfil its obligations under these international instruments, Malawi has completed and submitted a number of reports to these conventions. The 2015 United Nations Sustainable Development Summit also ushered in the adoption of the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. Among the 17 SDGs, 7 goals tackle issues concerning environment⁴. There is therefore increasing global awareness and commitment to work towards issues of environment and Malawi as a member state for the UN is expected to domesticate these international commitments.

Malawi has also been greatly affected by the COVID-19 global pandemic which has interrupted the country's trajectory for faster economic growth; and tackling its impacts will present a considerable

3. Oxfam 2009.

4. UN, 2015

A Changing World

challenge.⁵ The full extent of the epidemic's negative impact is uncertain as the crisis is still unfolding, but a host of external and internal factors are dampening the Malawi economy all this while climate change related disasters are on the increase. To come out of these challenges, there is need for nature based solutions, one of which is Building Back Better (BBB). Building Back Better is an approach to post-disaster recovery that reduces vulnerability to future disasters and builds community resilience to address physical, social, environmental, and economic vulnerabilities and shocks. Recovery within a BBB framework gives impacted communities the chance to reduce risk not only from the immediate hazard but from threatening hazards and conditions as well.



THE CEPA 2021-2025 STRATEGIC PLAN

The 2021 - 2025 Strategic Plan for Centre for Environmental Policy and Advocacy (CEPA) is a successor to the 2016-2020 Strategic Plan. The plan sets strategic ambition for CEPA, focusing on the pathway of change envisioned by CEPA towards an environmentally sound and sustainable Malawi. Our new strategy was developed based on the analysis of the organisational strengths and weaknesses; and an assessment of the opportunities and threats (SWOT) in the environment. The definition of targets was guided by a review of the 2016-2020 strategic plan and assessment of relevance, effectiveness and efficiency of CEPA programme work in a changing context.

STRATEGIC FOCUS AREAS

Over the next 5 years, CEPA will work on 2 strategic focus areas of Policy Research and Advocacy; and Institutional Strengthening. Within Policy Research and Advocacy, CEPA will implement programme interventions under the three thematic areas of Non-renewable Natural Resources, Biodiversity and Climate Change.

Policy Research and Advocacy

CEPA will work on addressing the key challenges that have been identified in environment and natural resource governance in Malawi through policy research and advocacy within three specific themes: Natural Resources, Biodiversity and Climate Change.

The issues identified are:

- i. Poor governance of non-renewable **natural resources**
- ii. Limited implementation of **biodiversity** conservation and management policies
- iii. Ineffective **climate change** policy implementation

Natural Resources

CEPA will strengthen governance of non-renewable natural resources as a contribution to natural resource governance in the country. We will work towards improving the governance of mineral resource wealth; supporting increased adoption of sustainable mining practices; advocating for improved land tenure security; improving waste management systems; and supporting implementation of integrated water resource management policy frameworks.



Biodiversity

CEPA's work will improve implementation of biodiversity conservation and management policies. We will enhance implementation of forestry policy and legislation; facilitate increased adoption of cleaner technologies; and support the process of defining the policy direction on local plant genetic resources at national and local level.

Climate Change

CEPA will enhance climate change policy implementation and learning. To support the limitations in the extent to which the existing climate related policies are being implemented and enforced, we will facilitate increased access to climate change finance; and increased coordination in implementation of climate change policies.

CEPA will employ the following strategies: *Advocacy and Lobbying, Behaviour Change Communication, Partnership and Research.*

Institutional Strengthening

In order to achieve our goals and mission, we need to develop and retain the capacity to sustain our interventions and the organisation. In the period, CEPA will focus on strengthening institutional capacity by addressing the following issues:

- i. Limited **resources** for increased reach
- ii. Limited access to environmental information
- iii. Limited **staff** development interventions

RESOURCES	We want to retain the technical capacity required for quality service delivery and to increase our reach into the communities we serve. CEPA will therefore seek to increase the institutional budget for the strategic period by 30%.
ACCESS TO ENVIRONMENTAL INFORMATION	We want to reach more people and respond to emerging needs in our impact communities and the country to mobilize communities in responding to management of our natural resources. CEPA endeavours to increase knowledge management platforms to by 50% over the strategic period.
PEOPLE DEVELOPMENT	Staff capacity enhanced

CEPA will use the following strategies to achieve the desired changes: *capacity building, partnership, human resources development and resource mobilization.*



THE CEPA THEORY OF CHANGE

The CEPA theory of change highlights our pathway towards an environmentally sound and sustainable Malawi where development is reconciled with environment and natural resource management. CEPA seeks to address emerging environmental issues within the thematic areas of non-renewable natural resources, biodiversity and climate change.

We believe that a just and equitable society can be attained through the implementation of policies developed in an inclusive approach that is responsive and evidence based. As an organisation, we are interested in increasing the capacity of our staff and institutional structures to effectively support our work and realize our vision, mission and goal. We appreciate that the programme interventions designed to facilitate national, regional, and global policy reform are closely linked to the ability of the institution to effectively carry out its work. Our mission can only be fulfilled if the institution has the capacity to undertake research and advocacy and support policy making processes for sustainable development. In order to achieve the desired goals, CEPA will utilize various strategies such as advocacy and lobbying, behaviour change communication, research, resource mobilization, partnership and collaboration, and human resource development

CEPA 2021-2025 STRATEGIC PLAN MATRIX

GOAL	Environment and Natural Resources Policies Implemented for Sustainable Development
STRATEGIC FOCUS	POLICY RESEARCH AND ADVOCACY
THEMATIC AREA 1	NATURAL RESOURCES
OUTCOME	GOVERNANCE OF NON-RENEWABLE NATURAL RESOURCES STRENGTHENED
OUTPUT 1	Improved governance of mineral wealth
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for operationalisation of a functional and responsive framework. ii. Facilitate Public participation in mineral resource governance. iii. Lobby for increased enforcement of regulatory framework for sustainable mining. iv. Facilitate compliance monitoring of the regulatory framework for sustainable mining.
OUTPUT 2	Improved Land Management
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for development of a land use policy and Act ii. Conduct research on the policy framework affecting land use and development control. iii. Lobby for increased enforcement of regulatory framework on land use planning and development. iv. Conduct research on implementation of land laws. v. Conduct awareness on land governance vi. Lobby for operationalisation of the national waste management strategy. vii. Conduct research on waste management systems viii. Lobby for increased implementation and enforcement of the waste management regulatory framework
OUTPUT 3	Improved water resources management
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for adherence to sustainable Water abstraction systems ii. Lobby for implementation of IWRM iii. Lobby for harmonisation of policies for proper management of water resources

THEMATIC AREA 2	BIODIVERSITY
OUTCOME	IMPLEMENTATION OF BIODIVERSITY CONSERVATION AND MANAGEMENT IMPROVED
OUTPUT 1	Enhance implementation of forestry policy and legislation
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for increased enforcement of forestry legislation and policy. ii. Facilitating capacity building of stakeholders in forestry policy and legislation. iii. Policy implementation monitoring iv. Advocating for implementation of laws and policies
OUTPUT 2	Increased adoption of cleaner energy technologies
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for an enabling environment for increased access to clean energy technologies. ii. Conduct awareness activities on clean energy technologies.
OUTPUT 3	Policy direction on local plant genetic resources defined
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for domestication of the International Treaty on Plant Genetic Resources for Food and Agriculture. ii. Lobby for farmers rights policy and legislation
THEMATIC AREA 3	CLIMATE CHANGE
OUTCOME	CLIMATE CHANGE POLICY IMPLEMENTATION AND LEARNING ENHANCED
OUTPUT 1	Increased coordination in implantation of climate change policies
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for coordinated management of climate change at national and local levels. ii. Generate knowledge to inform climate governance.
OUTPUT 2	Increased access to climate change finance
ACTIVITIES	<ul style="list-style-type: none"> i. Lobby for increased allocation of budgetary resources towards climate change management. ii. Lobby for improved governance of climate financing.

STRATEGIC FOCUS	INSTITUTIONAL STRENGTHENING
THEMATIC AREA 1	RESOURCE MOBILISATION
OUTCOMES	Institutional budget increased
OUTPUT	Increased resources for wider organisational reach
ACTIVITIES	<ul style="list-style-type: none"> i. Operationalise CEPA Resource Management plan. ii. Operationalise CEPA business plan. iii. Facilitate collaboration with strategic partners
THEMATIC AREA 2	KNOWLEDGE MANAGEMENT
OUTCOMES	Public access to environmental information increased
OUTPUT	Increased access to CEPA knowledge management platforms
ACTIVITIES	<ul style="list-style-type: none"> i. Operationalise the CEPA communications strategy ii. Implementation of the CEPA M&E Framework iii. CEPA relocation to Lilongwe
THEMATIC AREA 3	HUMAN RESOURCE DEVELOPMENT
OUTCOMES	Staff capacity enhanced
OUTPUT	Increased implementation of staff development initiatives policies
ACTIVITIES	<ul style="list-style-type: none"> i. Operationalise the human resource development plan
STRATEGIES	Advocacy and lobbying, Capacity building, Behaviour change communication, Research, Resource mobilization, Partnership, Human Resource Development,

Climate Change	MK 872,792,628.72	MK 424,965,937.11	MK 447,826,691.61
Resource Mobilization	MK 374,053,983.74	MK 81,344,482.52	MK 292,709,501.22
Knowledge Management	MK 374,053,983.74	MK 2,575,000.00	MK 371,478,983.74
Human Resource Development	MK 374,053,983.74	MK 0.00	MK 374,053,983.74

TOTALS	MK3,740,539,837	MK 1,407,299,905.00	MK 2,333,239,932
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MONITORING AND EVALUATION

CEPA will continue to use the Standard Operating Procedures (SOPs) developed in the previous strategic period. The SOPs contain a set of step-by-step instructions and guidelines that help in carrying out both routine and complex operations of the organization including the Monitoring and Evaluation Plan, programme financial data flow, data handling roles and responsibilities and data management (collection, control, storage, analysis and security). In addition, CEPA will make use of the indicator tracking matrix that provides for systematic and periodic tracking of indicators defined in the Monitoring and Evaluation Plan.

BUDGET

THEMATIC AREA	TOTAL STRATEGY BUDGET	CURRENT COMMITMENTS	FUNDING GAP
Natural Resources	MK 872,792,628.72	MK 527,432,971.40	MK 345,359,657.32
Biodiversity	MK 872,792,628.72	MK 370,981,514.16	MK 501,811,114.57

2021 - 2025 MONITORING AND EVALUATION PLAN

Goal: Environment and Natural Resources Policies Implemented for Sustainable Development

THEMATIC AREAS	OUTCOMES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS
STRATEGIC FOCUS I: POLICY RESEARCH AND ADVOCACY				
Natural Resources	Governance of non-renewable natural resources strengthened	Number of policy provisions implemented Degree of integrated water resources management implementation Number of instances duty bearers are held accountable	Improved governance of extractive sector wealth	Number of policy instruments analysed, consulted on, drafted or reviewed, and approved Amount of extractive revenue generated by communities through sustainable artisanal or small-scale mining (ASM)
				Amount of extractive revenue retained in resource-rich
				Number of policy and legal frameworks, consulted on, drafted or reviewed, and approved
			Improved Land Management	Number of women, men and youth with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure by type of tenure

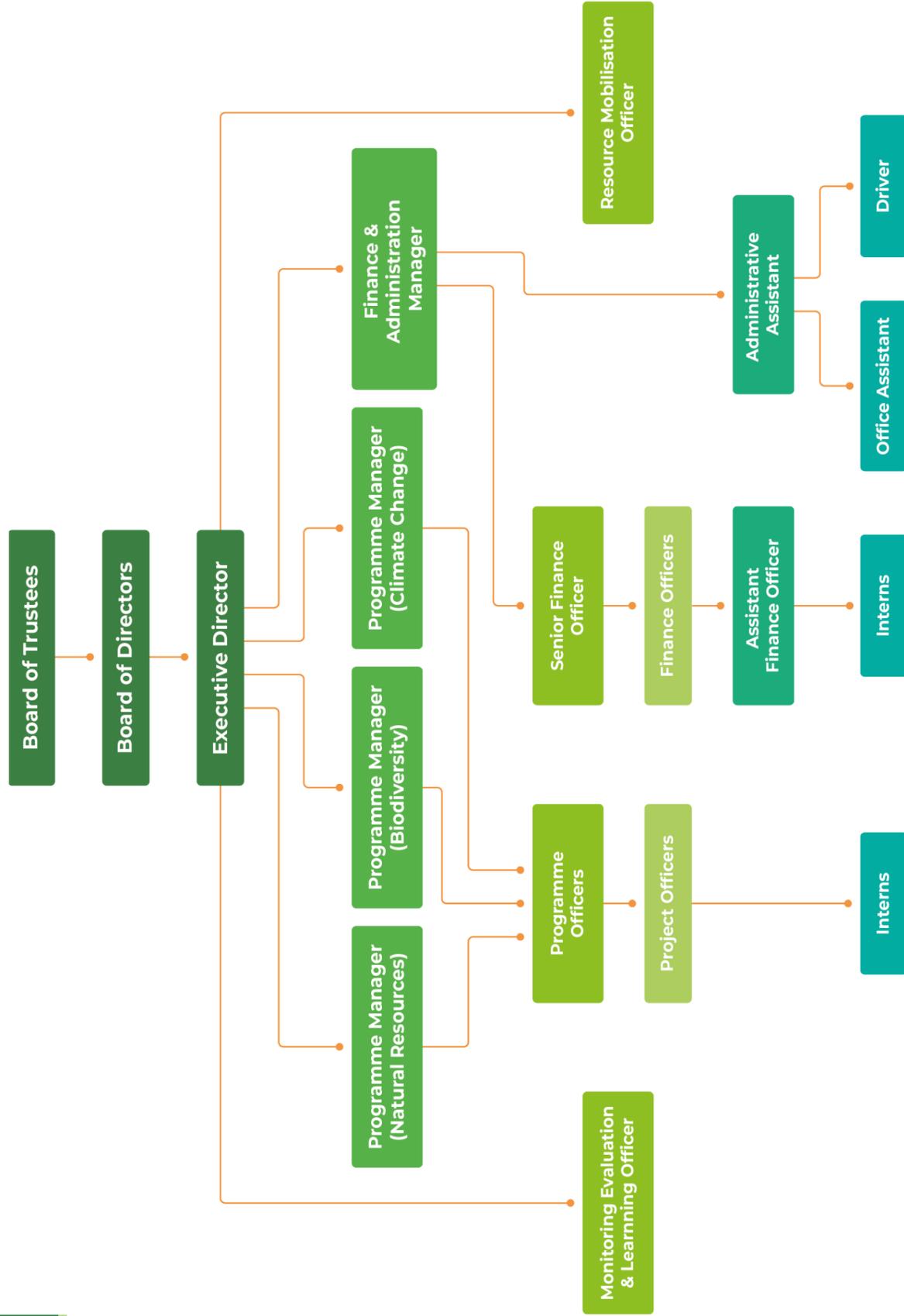
THEMATIC AREAS	OUTCOMES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS
Natural Resources	Governance of non-renewable natural resources strengthened	Number of policy provisions implemented Degree of integrated water resources management implementation Number of instances duty bearers are held accountable	Improved Land Management	Percentage reduction in volume of solid waste generated in urban areas Number of people reached with messages on responsible land management practices
				Proportion of urban solid waste regularly collected and properly disposed out of total urban solid waste generated by cities Number of incidences of indiscriminate waste disposal reported and responded to
Biodiversity	Implementation of Biodiversity conservation and management improved	Number of national and district level biodiversity related policies, strategies, plans and programmes implemented	Enhanced implementation of forestry policy and legislation	Number of law enforcement officials trained on enforcement of forestry legislation Number of institutions with enhanced capacity to manage forestry resources
			Increased adoption of cleaner energy technologies	Number of households adopting clean energy technologies Number of policy engagements on increased adoption of clean energy solutions
				Policy direction on local plant genetic resources defined
				Number of policy proposals developed, submitted and adopted by Government

THEMATIC AREAS	OUTCOMES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS
Climate Change	Climate change policy implementation and learning enhanced	Percentage of funds allocated to climate change in the national budget	Increased coordination in implementation of climate change policies	Number of initiatives promoting coordination in implementation of climate change policies
				Number of national and district level multi-stakeholder platforms held on coordination and implementation of climate change policies
			Increased access to climate change finance	Percentage of funds received at district level allocated to climate change interventions
STRATEGIC FOCUS II: INSTITUTIONAL STRENGTHENING				
Resource Mobilization	Institutional budget increased	Percentage increase in institutional budget	Increased resources for wider organisational reach	Amount of funds retained from projects for institutional support
				Percentage increase in non-restricted funds
				Percentage increase in project funding
				Number of proposal submitted and funded
				Number of initiatives undertaken to generate non-restricted funds
				Number of staff involved in resource mobilization initiatives
				Percentage of institutional funds contributed by CEPA Holdings Ltd.
				CEPA Holdings Ltd. registered and operational
Knowledge Management	Public access to environmental information increased	Number of people accessing information through CEPA's knowledge management platforms	Increased access to CEPA knowledge management platforms	Percentage contribution from projects towards communication

THEMATIC AREAS	OUTCOMES	OUTCOME INDICATORS	OUTPUTS	OUTPUT INDICATORS
Knowledge Management	Public access to environmental information increased	Number of people accessing information through CEPA's knowledge management platform	Increased access to CEPA knowledge management platforms	Amount of resources generated for communication
				Number of projects making use of CEPA knowledge management platforms
				Number of information products uploaded on CEPA's online platforms
				Number of information products printed and disseminated
				Number of staff training sessions conducted
				Number of staff trained in relevant skills
Human Resource Management	Enhanced implementation of CEPA HR Development policies	Percentage of staff retained	Increased implementation of staff development initiatives	Number of capacity needs addressed
				Number of staff performance assessments conducted
				Number of team building initiatives undertaken



ORGANISATIONAL CHART





**Centre for Environmental
Policy and Advocacy**

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