

# CEPA 2016 2020 STRATEGIC PLAN



Centre for Environmental  
Policy and Advocacy

## **ACKNOWLEDGEMENTS**

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## ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CEPA	Centre for Environmental Policy and Advocacy
CISANET	Civil Society Agriculture Network
CISONECC	Civil Society Network on Climate Change
CSO	Civil Society Organisation
DF	Development Fund of Norway
DFID	Department for International Development
ED	Executive Director
ENRM	Environment and Natural Resource Management
EU	European Union
GDP	Gross Domestic Product
GMO	Genetically Modified Organisms
HIV	Human Immunodeficiency Virus
MCA	Millennium Challenge Account
MIM	Malawi Institute of Management
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MGDS	Malawi Growth and Development Strategy
PD	Programme Director
PO	Programme Officer
PS	Programme Staff
SDG	Sustainable Development Goal
SWOT	Strength, Weakness, Opportunities and Threats
STEPS	Supporting the Efforts of Partners
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development

## **EXECUTIVE SUMMARY**

From 2011 to 2015, CEPA was guided by the strategic plan that was developed in 2010. The strategic plan had six strategic choices which were: 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. Underpinning these six strategic choices were four strategic objectives which were:

- i) Strengthening the governance structure and management systems of CEPA;
- ii) Increasing the availability of resources for CEPA to undertake all its programmes and meet financial obligations;
- iii) Strengthening the capacity of CEPA and its partners in policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods, and environment; and
- iv) Facilitating policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods.

At the time of its expiry, the strategic plan had achieved most of its targets. In the five years, CEPA managed to increase its annual operating income from about MK25 million to MK355 million, representing a 1, 420% increase over the period. In addition, CEPA supported the establishment of the Civil Society Network on Climate Change (CISONECC). Within the same period, CEPA was instrumental in advocating for change in some policies and practices in areas of land, climate change, disaster risk management, agricultural biodiversity, environment and natural resources management.

The present strategic plan is building on that strong foundation and seeks to consolidate the gains CEPA made. Through a rigorous analysis of past performance, CEPA has identified two priority thematic areas of focus in the next five years. These are: policy, research and advocacy; and institutional strengthening. Within these two themes, CEPA identified six strategic objectives for the period 2016-2020, as follows:

- i) To promote effective policy implementation in non-renewable natural resources;
- ii) To strengthen the policy environment for effective biodiversity conservation and management;
- iii) To enhance policy response towards climate change management;
- iv) To broaden CEPA's resource base for institutional capacity;
- v) To improve the organizational monitoring and evaluation system; and
- vi) To strengthen institutional capacity for networking and collaboration.

Within these strategic objectives and also in line with consolidating its gains, CEPA will seek to engage more with its partners. In that regard, CEPA plans to extend its presence to other strategic areas like Lilongwe. This will be done to improve networking and outreach. This plan clearly identifies the financial resources that CEPA will require and it is expected that its development partners and all stakeholders will support the implementation of this plan.

## **FOREWORD**

Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward. Planning is how we identify the necessary actions, order, schedule and resources needed to accomplish a desired goal. Planning helps us use limited resources and time as efficiently as possible. Strategic planning is intended to get the whole organization, focused on one, overarching vision.

The strategic planning process is fundamental for CEPA to find the right fit in an ever more complex global and national environment. National issues need to be aligned with global agenda, such as the recently adopted Sustainable Development Goals, that include seven goals pertaining to the environment. A strategic plan is a product highly customized to the needs and culture of the organization that will develop and implement it.

CEPA is at a crossroads, as the 2011 to 2015 Strategic Plan comes to an end. This period was manifested by institutional growth, strengthened governance structures and management systems and increased availability of financial resources to undertake programmes, policy analysis and advocacy assignments in areas such as climate change, biodiversity, land and sustainable livelihoods.

Many thanks go out to all the partners that have supported CEPA thus far, such as the Development Fund of Norway; Christian Aid; and Tilitonse Fund for maintaining confidence in CEPA as demonstrated by the various commitments to support the organization in the future.

In conclusion, as Morris Chang observed “without strategy execution is aimless, without execution, strategy is useless”, it is our expectation that this strategy is executed.

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND**

### **1.1 INTRODUCTION**

Centre for Environmental Policy and Advocacy (CEPA) was formed in 2002 and has over the years grown and carved 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, CEPA has experienced remarkable institutional growth. The organization changed its registration status from a company limited by guarantee to a Trust, incorporated under the Trustee Incorporation Act with a three tier governance and management structure. It has a Board of Trustees, Board of Directors and management and staff at secretariat level. The organization which started with 6 staff members now has 22 staff members.

CEPA has contributed to various policy and legislative processes. Some specific contributions have been in 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, disaster risk management and agricultural biodiversity. CEPA has remained focused on its mission and emphasizes policy research, analysis, lobbying and advocacy. These activities have improved the profile of the organization as evidenced by stakeholder responses.

Moreover, CEPA has become one of Malawi's top environmental policy research and advocacy institutions and a key contributor to many national, regional and international policy processes, related to biodiversity, climate change and land.

### **1.2 OVERVIEW OF ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT**

Malawi is a landlocked country in Sub-Saharan Africa with an agro based economy. Malawi's population is estimated at 17 million<sup>1</sup> with a growth rate of 2.8% per annum<sup>2</sup>. Malawi is one of the most densely populated countries in Africa, with an average land holding of less than one hectare per household<sup>3</sup>. It is one of the poorest countries in the world. As of 2014, World Bank ranked Malawi as the country with the lowest per capita Gross Domestic Product (GDP) in the world at US\$255<sup>4</sup> and UNDP ranks Malawi 174<sup>th</sup> of 187 countries on the Human Development Index<sup>5</sup>.

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<sup>1</sup> World Bank, 2014;

<sup>2</sup> NSO, 2008;

<sup>3</sup> GoM, 2010;

<sup>4</sup> World Bank, 2015;

<sup>5</sup> UNDP, 2015;



About 90% of the rural population largely depends on agriculture for their livelihoods. Agriculture provides employment to over 65% of the workforce and generates over 80% of national export earnings<sup>6</sup>. The agricultural sector is divided between smallholder and estate sub-sectors, with more than 70% of agricultural GDP coming from smallholder farmers<sup>7</sup>.

Environment and natural resources are the bedrock of Malawi's agro-based economy. The country is endowed with a diversified natural resource base. These include: soils; forest resources; rich and diverse fish resources; agricultural biodiversity; wildlife resources; and minerals<sup>8</sup>. If properly utilized, these resources can provide the basis for sustainable socio-economic development of the country.

However, these natural resources are facing increasing pressure. There is unsustainable land use farming practices; serious deforestation; water depletion; pollution; loss of biodiversity; and high levels of vulnerability to impacts of climate change. Between 1972 and 1992, total forest cover fell from 47% land cover to 20%. While a number of studies report various current rates of deforestation, the Government of Malawi still cites 2.8% as the official rate of deforestation, representing an annual average loss of 164, 000 to 460, 000 hectares of forest cover, which is the highest rate of deforestation in the Southern African Development Community<sup>9</sup>.

Over the period 1987 to 2007, total fish supply has fallen by 20%. As a consequence per capita fish consumption has fallen from 9.4kg to 5.4kg between 1990 and 2008<sup>10</sup>. Overfishing as a result of population growth is arguably one of the key causes of declining per capita fish consumption. Between the beginning of the 1990s and the end of that decade, official fish production estimates went down from about 70,000 metric tonnes to about 50,000 metric tonnes per year. Declining stocks due to over-fishing; increased use of illegal gears; loss in breeding and nursery habitat due to environmental degradation and climate change; weak enforcement of regulations and absence of clear property rights have been cited as some of the factors responsible for the decline in production<sup>11</sup>.

The wildlife sector in Malawi covers considerable land area containing ecosystems and biodiversity necessary for the maintenance of various goods and services which they provide. If appropriately managed the wildlife resources can simultaneously promote the conservation of biological diversity as well as contribute to the country's economy. Unfortunately, unprecedented loss in wildlife resources primarily caused by unsustainable utilization through poaching and illegal settlements by surrounding communities is of serious concern. Furthermore, these communities sometimes display antagonistic behaviour partly due to the fact that resource benefits have traditionally

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<sup>6</sup> GoM, 2015;

<sup>7</sup> Ibid;

<sup>8</sup> GoM, 2004;

<sup>9</sup> Malawi News Agency, 2015;

<sup>10</sup> Yaron, et al, 2011;

<sup>11</sup> GoM, 2008;

accrued to the state. This antagonistic behaviour makes management of protected areas even more problematic.

The smallholder sub-sector is responsible for managing agricultural biodiversity in agricultural systems. 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. The current agricultural practices in Malawi have contributed to genetic erosion since they favor 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 will create 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.

Moreover, the high population growth rate has also put more pressure on natural resources management and land availability. All these have had a major impact on economic growth and efforts to reduce poverty. Effective application of environment related policy and legislation have a major role to play in addressing these challenges.

It is in this regard that Government of Malawi adopted policies and enacted legislation which provides mechanisms for regulating use and management of the environment and natural resources. Key ones include: National Environmental Policy (2004); Environment Management Act (1996); National Forest Policy (1996); Forestry Act (1997); Water Resources Act (2013); Land Resources Management Policy and Strategy (2000); National Fisheries and Aquaculture Policy (2001); Fisheries Conservation and Management Act (1997); Mines and Minerals Policy (2013); Mines and Minerals Act (1981); and National Disaster Risk Management Policy (2015). In addition, there are progressive drafts of different policies and legislation being considered. These are on forestry, mining, fisheries, land, environment, climate change and disaster risk management.

Despite these efforts, unsustainable use of natural resources has continued steadily resulting in massive losses of national income estimated at MK26.2 billion (US\$191 million) each year in 2007 prices<sup>12</sup>. Such a negative trend in natural resource use is largely a result of ineffective formulation and implementation of environmental policies. Policy implementation failure is attributed to, among others, ineffective institutional functionality and capacity constraints of national and local level institutions established under respective policy instruments and limited budgetary support.

There are also gaps and inconsistencies in environment and natural resources policy instruments. The policies are largely sectoral or are implemented sectorally and do not

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<sup>12</sup> Ibid;

take into account the interest of other users. This state of affairs has significantly contributed to inefficiencies in the regulation; management and sustainable utilization of environment and natural resources in the country. Moreover, there is limited awareness amongst stakeholders of environment and natural resources related policies and the opportunities they provide. The consequence has been limited enforcement and compliance with environmental laws and regulations.

In addition, Malawi is one of the most vulnerable countries to climate change. This situation is 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. Global warming is projected to increase temperature by 2°C to 3°C by 2050, with a decline in rainfall and reduced water availability<sup>13</sup>. In addition, it was noted that in Malawi mean annual temperature has increased by 0.9°C between 1960 and 2006, an average rate of 0.21°C per decade<sup>14</sup>. The combination of higher temperatures and less rain will affect the 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.

In response Government of Malawi has made climate change related policy statements under a number of sectoral policies such as National Environmental Policy (2004), National Water Policy (2005) and National Energy Policy (2000). Moreover, there is an advanced draft National Climate Change Policy pending cabinet approval.

The other issue that the country is grappling with is waste management mainly in the major towns and cities. The problem of waste management is further compounded by high levels of urbanization, poor sewer systems, poor housing and construction of houses, increased pollution and failure of local level institutions.

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), 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 fulfill its obligations under these international instruments, Malawi has completed and submitted a number of reports to these conventions.

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<sup>13</sup> UNDP, 2007;

<sup>14</sup> Oxfam, 2009;

In addition, the country regularly participates in negotiations that have taken place over the years. To this end, in September 2015, at the United Nations Sustainable Development Summit, world leaders adopted 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 environment<sup>15</sup>. 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.

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<sup>15</sup> These goals are: i) ensure availability and sustainable management of water and sanitation for all; ii) ensure access to affordable, reliable, sustainable and modern energy for all; iii) promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all; iv) build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation; v) make cities and human settlements inclusive, safe, resilient and sustainable; vi) ensure sustainable consumption and production patterns, take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC), conserve and sustainably use the oceans, seas and marine resources for sustainable development; and vii) protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss.

## **CHAPTER TWO: REVIEW OF CEPA 2011 – 2015 STRATEGIC PLAN**

### **2.1 2011-2015 STRATEGIC PLAN**

CEPA's 2011 to 2015 Strategic Plan had 6 key strategic choices, which were:

- 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.

Underpinning these 6 strategic choices were 4 strategic objectives which were:

- i) To strengthen the governance structure and management system of CEPA;
- ii) To increase the availability of resources for CEPA to undertake all its programmes and meet financial obligations;
- iii) To strengthen the capacity of CEPA and its partners in policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods and environment; and
- iv) To facilitate policy analysis and advocacy in climate change, biodiversity, land and sustainable livelihoods

From the annual reports and the report of the independent evaluation of CEPA's policy and advocacy work, it was observed that the organization had managed to achieve its 6 strategic choices and therefore managed to accomplish the strategic objectives. The first two choices (governance structure and management systems; and financial sustainability) mainly focused on institutional strengthening of the organization while the other four (biodiversity; climate change; land and sustainable livelihoods; and environmental advocacy and justice) were mainly focusing on CEPA's core function of policy analysis and advocacy. The review was therefore done along these two broad headings.

### **2.2 INSTITUTIONAL STRENGTHENING**

As one way of strengthening the governance and management system, CEPA changed its registration status from a company limited by guarantee to a Trust. A Board of

Trustees and Board of Directors were put in place with the Board of Directors reporting to the Trustees. Two board committees were set up on Appointments and Administration; and Programme, Finance and Audit. Terms of reference were developed for the Board of Directors and the two committees. The management structure was also redefined.

The Board of Directors and Trustees meet regularly. The Board of Directors takes an active role in its governance functions by providing strategic guidance to management. Within the governance function and to ensure that risks are managed and controls are adhered to, CEPA has been audited every year and its accounts have not been qualified. There is segregation of duties in the finance section which is promoting transparency in handling of funds. In addition, a number of financial management related policies such as Fraud, Procurement, Conflict of Interest and Finance have been developed to ensure that there is prudent use of resources, accountability and transparency in managing funds and that the processes are efficient.

Within the period 2011 to 2015, CEPA has witnessed growth in staff members working for the organization from 6 members of staff in 2010 to 22 staff members in 2015. In addition, the organization attracted a number of development partners and managed to maintain confidence in the partners. Some partners have supported the work of CEPA for over 10 years and these include Development Fund of Norway.

In the area of financial sustainability, CEPA witnessed a steady increase in the funding pattern. Figure 1, below illustrates the trend.

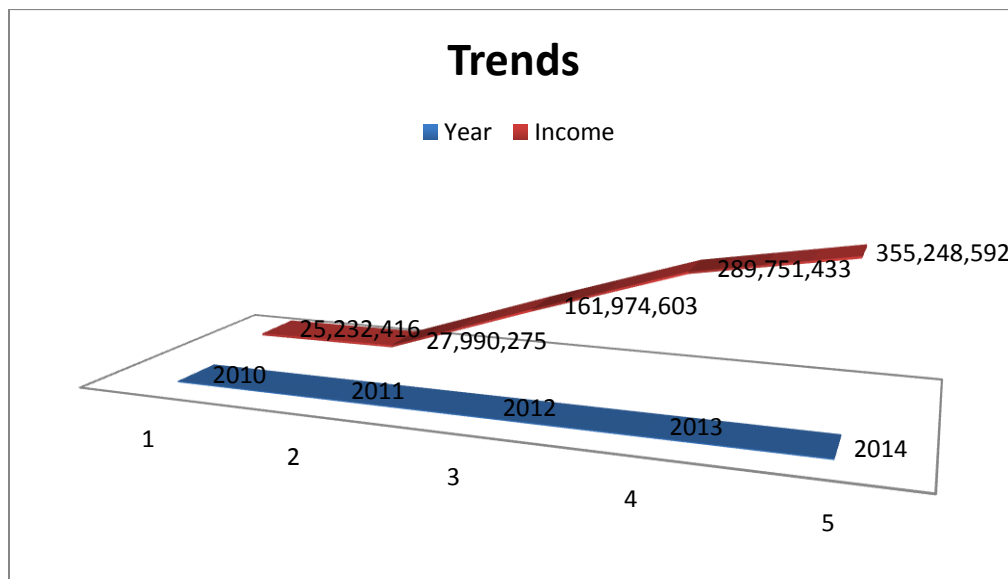


Figure 1: Trends of income in Malawi Kwacha, 2010 – 2014 Source: CEPA Audited Accounts

The trends show that CEPA has witnessed increase in funding from about MK25 million in 2010 to MK355 million in 2014. This represents a 1, 420% increase over the period. There are several observations that can be noted from this graph. Firstly, there has been trust in the work that CEPA is doing demonstrated by increased work portfolio. The organization has demonstrated prudent management of resources and shown that

it is accountable and transparent with development partner funds. Secondly, this means the organization scaled up its programmes since most of these funds were project funds. Thirdly, it is a sign that CEPA's fundraising efforts were fruitful.

Looking beyond 2015, CEPA has commitments and pledges from development partners up to 2019 (Table 1).

**Table 1: Findings Commitments up to 2019**

Partner	Project	Period	Equivalent US\$
OXFAM (European Union)	Strengthening Land Governance System for Smallholder Farmers in Malawi	2016 – 2018	445, 317
Development Fund of Norway	National Policy Analysis and Advocacy for Sustainable Livelihoods	Annual	87, 432
Development Fund of Norway (Operation Days Work)	My Life My Choice	2015 – 2019	187, 385
Development Fund of Norway (Royal Norwegian Embassy)	Sustainable Agriculture and Lead Farmer Programme	2015 - 2019	168, 219
Tetrattech Ard (United States Agency for International Development)	Protecting Ecosystems and Restoring Forests in Malawi	2015 – 2019	225, 000
Pact (United States Agency for International Development)	Fisheries Integration of Society and Habitats	2015 – 2019	250, 000
Christian Aid (Department for International Development)	Community Economic Improvement Project	2015 – 2016	43, 719
Christian Aid (Scottish Government Climate Justice Fund)	Improved Community Resilience through Increased Water Supply and Food Security	2014 – 2016	150,359
Christian Aid (Department for International Development, Irish Aid and Norwegian Ministry of Foreign Affairs)	Enhancing Community Resilience Programme	2012 – 2017	856, 594
Tilitonse Fund	Strengthening Mining Governance in Malawi	2015 – 2017	131, 160
Food and Agriculture Organization – Benefit Sharing Fund	Policies and Practices to Facilitate the Implementation of Developed Strategic Action Plans for Plant Genetic Resources Conservation	2016 – 2019	200, 000

	and Use for the Improvement of Food and Nutrition Security under Changing Climatic Conditions		
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Source: CEPA Financial Reports

The table above indicates that CEPA has resources to implement some of the programmes up to 2019 based on the efforts that were made in the 2011-2015 strategic planning period. CEPA also has committed technical assistance and support from USAID funded partners like Protecting Ecosystems and Restoring Forests in Malawi (PERFORM), and Counterpart International (CPI) under its Supporting the Efforts of Partners (STEPS) Project.

The challenge however is that CEPA has limited non-designated funds which can be used for institutional development and implementation of non-funded programmes. Figure 2, below shows sources of funds from the 2014 Audited Accounts. The figure illustrates that CEPA has managed to raise adequate resources for its projects. However, the percentage of resources from other non-project activities is insignificant.

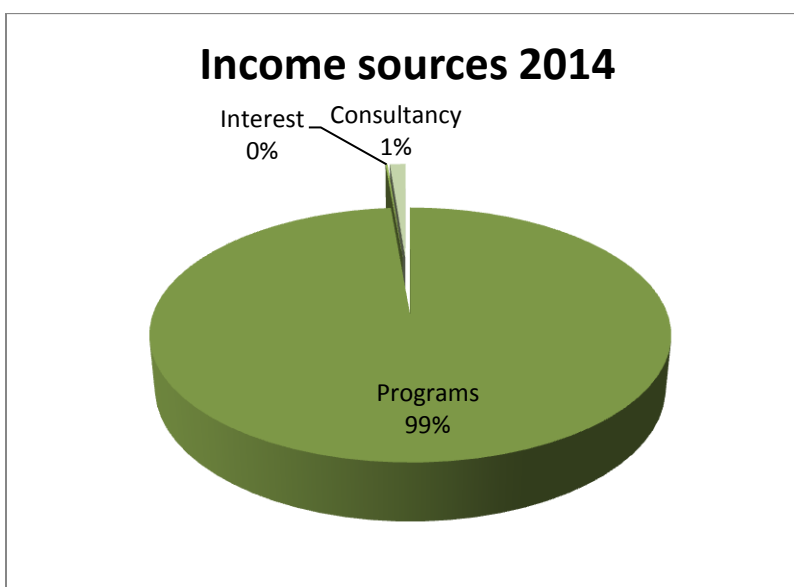


Figure 2: Sources of Income from 2014 Audited Accounts, Source: CEPA Financial Reports

In the year 2014, CEPA only managed to have about 1% as non-project funds which were mainly generated from undertaking consultancy assignments. This demonstrates that CEPA has potential to generate funds from non-project activities.

As part of staff development, some staff members attended trainings to enhance their skills. The organization has experienced, energetic and skilled young professionals. However, staff appraisals were not conducted regularly. As a result, staff development efforts have been uncoordinated.



### **2.3 POLICY, RESEARCH AND ADVOCACY**

As stated earlier, CEPA set itself up to implement programmes around four key areas of: biodiversity; climate change; land and sustainable livelihoods; and environmental advocacy and justice. CEPA's work mainly involves engaging policy and decision makers on policy and practice in environment and natural resources management.

The organization contributed towards review of some policies, laws and strategies. These include the National Climate Change Policy, National Disaster Risk Management Policy, National Agricultural Policy, National Seed Policy, National Adaptation Programmes of Action, Disaster Risk Management Bill, Land Bills, Customary Land Bill, Mines and Minerals Bill, revised Environment Management Bill, revised National Forestry Policy and revised Fisheries and Aquaculture Bill. Many of the policy elements proposed by CEPA have found their way into these policies and laws.

CEPA facilitated policy dialogue in climate change, disaster risk management, agricultural biodiversity, fisheries and mining. Through evidence based engagement with policy and decision makers, CEPA was able to influence various policy development processes. CEPA has played a key role in assisting to develop appropriate policy responses in the areas of climate change, disaster risk management, and mining.

CEPA also played a role in coordinating voices of civil society on climate change policy issues through hosting the secretariat of CISON ECC and acting as a civil society focal point on Reducing Emissions from Deforestation and Forest Degradation (REDD+) issues. In addition, CEPA was representing civil society in national committees, such as the Technical Committee on Climate Change. CEPA has also actively participated in international policy debate on climate change and biodiversity management by contributing to Malawi's positions.

With funding from its partners, CEPA has been implementing various interventions in fisheries, mining, forestry, agricultural biodiversity, sustainable agriculture, land governance, climate change, and disaster risk management. CEPA has produced numerous publications on environment and natural resource management.

CEPA's strategy to work with other partners and engage government at high level has also helped parliamentary committees with relevant information on environment and natural resources. This information has enabled parliamentarians to monitor government departments and ministries, and to prepare interventions during parliamentary debate. To this end, CEPA was a key partner to the Parliamentary Committee on Natural Resources and Climate Change when the Malawi Parliamentary Conservation Caucus was being launched.

Despite progress made in policy research and advocacy over the last five years, a number of challenges were encountered. Since production of publications was mainly done in English, there was inadequate access to information by some of the local level audience. Another challenge was observed in monitoring and evaluation as there has

been failure to align some of the specific project indicators with the broad indicators in the CEPA Monitoring and Evaluation (M&E) template.

## CHAPTER THREE: THE 2016-2020 STRATEGIC PLAN

### 3.1 SWOT ANALYSIS

Based on the analysis of CEPA's strength and weakness and also assessment of the opportunities and threats (SWOT) in the environment, Table 2, below provides a summary of the results.

**Table 2: SWOT Analysis of CEPA, 2015**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>i) Active board;</li> <li>ii) Clear organizational structure;</li> <li>iii) Availability of organizational policy documents and procedures;</li> <li>iv) Good relationship with donors;</li> <li>v) Assured funding for the next four years;</li> <li>vi) Skilled staff members;</li> <li>vii) Availability of supporting technology and equipment; and</li> <li>viii) Defined work and constituency</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>i) Government's willingness to work with civil society;</li> <li>ii) More funding opportunities for non-state actors;</li> <li>iii) Willingness of stakeholders to collaborate;</li> <li>iv) Ratification of international protocols;</li> <li>v) Existence of pro-environment SDGs; and</li> <li>vi) Few organizations working on environmental policy and advocacy</li> </ul>
<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>i) Weak implementation of M&amp;E system;</li> <li>ii) Limited capacity to raise non-designated funds;</li> <li>iii) Absence of well-coordinated staff training plan;</li> <li>iv) Limited sharing of project achievements;</li> <li>v) Unclear pathway for career growth; and</li> <li>vi) Absence of sub-office in Lilongwe</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>i) Absence of a long term national development agenda;</li> <li>ii) Limited commitment to implement national agendas and frameworks;</li> <li>iii) Limited political will in domestication of international protocols;</li> <li>iv) Weak law enforcement;</li> <li>v) Corruption;</li> <li>vi) Competition with organizations doing similar work;</li> <li>vii) Changing global agendas;</li> <li>viii) High illiteracy rates; and</li> <li>ix) Unstable economic environment</li> </ul>

CEPA will build on its strengths in the coming five years to implement programmes and take advantage of the opportunities. CEPA intends to continue being prudent in use of resources, accountable in the way it is using funds and transparent to its partners, the communities and the nation. CEPA will also continue engaging policy and decision makers guided by its advocacy strategy. The organization will ensure that it continues to have skilled staff in place.

At the same time, CEPA recognizes its various weaknesses and will work towards addressing them while paying particular attention to threats in the implementation of the 2016 - 2020 Strategic Plan.

### **3.2 STRATEGIC ISSUES**

Based on the SWOT analysis and stakeholder consultations, the following are strategic issues that CEPA will address:

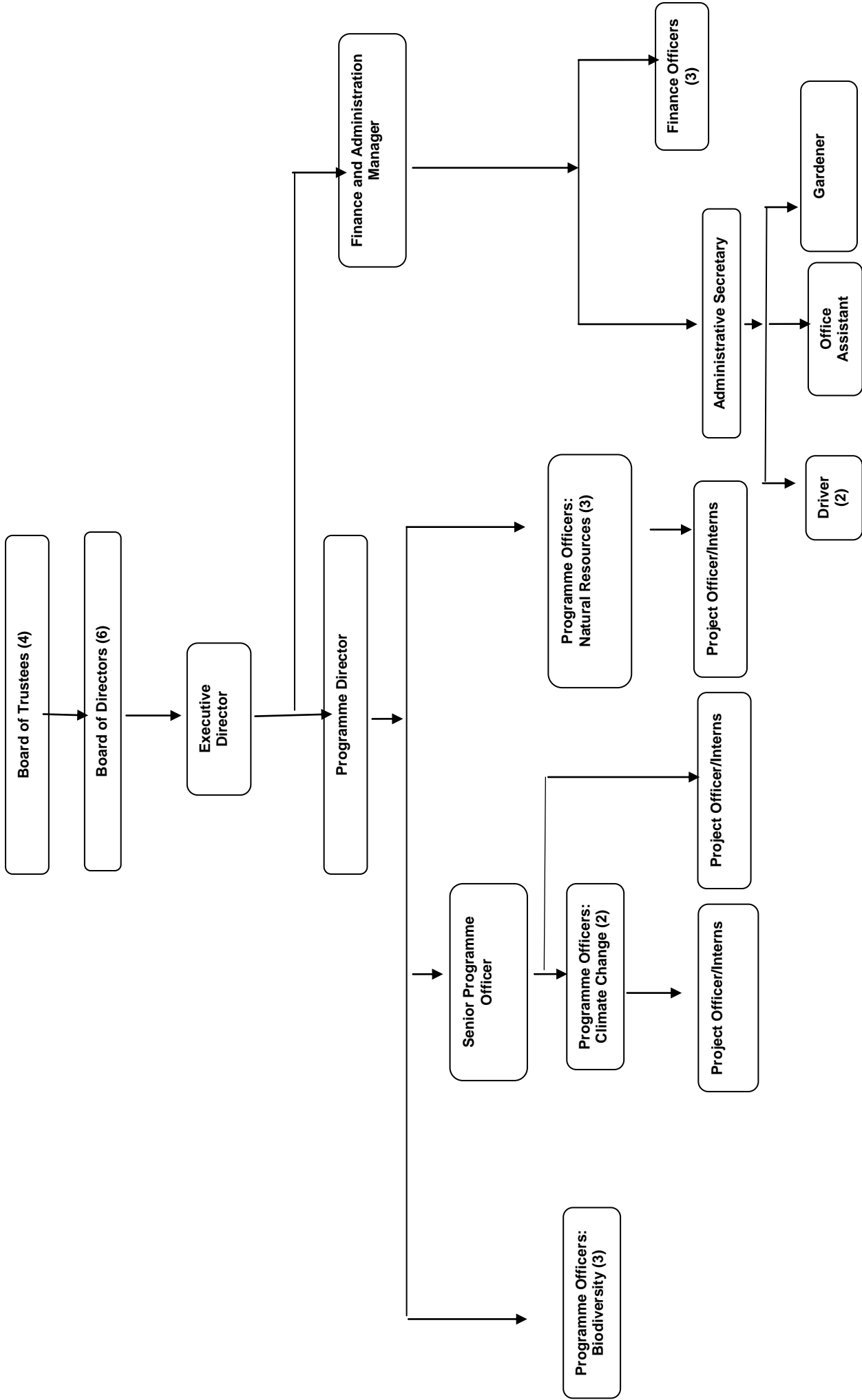
- i) Limited implementation of policies and laws in environment and natural resources;
- ii) Limited engagement between government and communities on biodiversity conservation;
- iii) Inadequate awareness and policy response to increasing impacts of climate change;
- iv) Inadequate resources to effectively support CEPA's institutional capacity;
- v) Weak implementation of M&E system; and
- vi) Limited presence in strategic locations

### **3.3 ORGANIZATIONAL STRUCTURE**

The organizational structure of CEPA has two boards performing the governance and leadership roles. These are Board of Trustees and Board of Directors. The Board of Trustees is made up of four members whose professions range from environment, legal, business and grant management. Under this, are the six directors with various skills including economics, natural resources management, administration, accounting and finance and law. Below the Board of Directors is the secretariat which is charged with implementation and is headed by the Executive Director. The secretariat has 22 staff members.

Figure 3, below presents the structure of CEPA.

**Figure 3: CEPA Organizational Chart**



### **3.4 UNIQUENESS AND COMPARATIVE ADVANTAGE**

CEPA has some unique features that distinguish it among various organizations that are in environment and natural resources management. These features are:

- i) The only organization focusing on policy advocacy in environment as a core** - CEPA has a niche as the only organization whose core focus is policy advocacy in environment and natural resources management. This has made the organization earn respect among policy makers and implementers.
- ii) Pioneer and long standing track record in policy, research and advocacy in environment and natural resources management** - from its inception, the organization has focused on policy research and advocacy in the environment and natural resources management sector. As a pioneer organization, it has built credibility around its work.

In addition, CEPA has the following comparative advantages:

- i) CEPA has a good record of finance management and has managed to have clean audits during its existence;
- ii) CEPA has financial management policies in place;
- iii) There is diverse pool of skills and knowledge among staff members;
- iv) CEPA has an active Board of Directors and Trustees. The board members are of integrity and high caliber in their various areas of expertise;
- v) CEPA is not membership based and is not limited by need to balance multiple interests. It remains focused in delivering interventions that serve both the country and communities;
- vi) CEPA has developed its interventions using evidence based approaches;
- vii) CEPA uses a unique approach of conducting research and analysis and positive engagement; and
- vii) CEPA has produced several publications in the area of environment and natural resources management. The organization has generated information, knowledge and is repository for clients, partners and stakeholders.

### **3.5 STRATEGIC STATEMENTS 2016 - 2020 PERIOD**

CEPA will be guided by the following vision, mission and values in the 2016 - 2020 Strategic planning period:

**Vision Statement:**

A just and equitable society that promotes sustainable development

**Mission Statement:**

A think tank and advocacy institution promoting sustainable environment and natural resources management

**Goal:**

Environment and natural resources policies implemented for sustainable development

**Values:**

**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.

**Responsive and dynamic** - CEPA shall mainstream economic, political, social and cultural perspectives in its policy, research and advocacy initiatives to ensure that policy instruments are locally responsive and globally relevant.

**Equity** - CEPA shall promote 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 linking local, national and global levels.

**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.

**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 its respective roles and skills.

### 3.6 THEMATIC AREAS

In order to fulfill its mission and achieve its vision, CEPA will work around two themes, namely:

- i) Policy Research and Advocacy; and

- ii) Institutional Strengthening

### **3.6.1 POLICY RESEARCH AND ADVOCACY**

This thematic area will include the core programme area of CEPA which will focus on policy research and advocacy. The strategic issues that will be addressed within this theme are:

- i) Limited implementation of policies and laws on environment and natural resources;
- ii) Limited engagement between government and communities on biodiversity conservation; and
- iii) Inadequate awareness and policy response on increasing impacts of climate change.

### **3.6.2 INSTITUTIONAL STRENGTHENING**

This thematic area will cover issues that affect CEPA's structure, strategy, support systems, skills, shared values and staff. The strategic issues to be addressed will be:

- i) Weak implementation of M&E system;
- ii) Inadequate resources to effectively support CEPA's institutional capacity; and
- iii) Limited presence in other strategic locations.

## **3.7 STRATEGIC GOAL, OBJECTIVES AND PRIORITIES**

Based on the SWOT analysis and consultations, CEPA intends to be guided by the following strategic goal and objectives in the 2016 - 2020 period:

### **3.7.1 Strategic Goal**

Environment and natural resources policies implemented for sustainable development.

### **3.7.2 Strategic Objectives**

#### **3.7.2.1 Policy Research and Advocacy**

Under the Policy Research and Advocacy theme, CEPA will pursue the following strategic objectives:

- i) To promote effective policy implementation on non-renewable natural resources<sup>16</sup>
- ii) To strengthen the policy environment for effective biodiversity<sup>17</sup> conservation and management

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<sup>16</sup> CEPA's work under non-renewable natural resources will focus on air, land, minerals and water. While air and water are naturally renewable, they are considered as non-renewable in this case due to high rate of pollution and extraction;



- iii) To enhance policy response towards climate change management

### **Strategies**

The above objectives will be achieved by implementing the following strategies:

- i) Research
- ii) Knowledge and information management
- iii) Public awareness
- iv) Networking and collaboration
- v) Lobbying and advocacy

#### **3.7.2.2 Institutional Strengthening**

Under the Institutional Strengthening theme, CEPA will pursue the following strategic objectives:

- i) To broaden CEPA's resource base for institutional capacity;
- ii) To improve the organizational M&E system; and
- iii) To strengthen institutional capacity for networking and collaboration.

### **Strategies**

The above objectives will be achieved by implementing the following strategies:

- i) Review and implement the organisational and funding sustainability strategy;
- ii) Review CEPA's M&E system;
- iii) Align project level indicators with CEPA's M&E plan; and
- iv) Facilitate increased interaction with key stakeholders

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<sup>17</sup> CEPA's work under Biodiversity will focus on Agricultural biodiversity, Wildlife, Forestry, Fisheries, Wetlands and Biotechnology

#### 4.0. IMPLEMENTATION MATRIX

Strategic Objective1: To promote effective policy implementation on non-renewable natural resources													
Strategy	Activities	Indicator	Baseline	Period (Years)					Budget (MK)	Commitment	Funding Gap	Lead	Supporting Actors
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>					
Research	• Identify key research areas	Number of research studies conducted		2	2	2	2	2	5,954,000 <sup>18</sup>	4,763,700	1,190,300	PD	ED
	• Conduct research on effective utilization of existing resources								11,850,000 <sup>19</sup>	9,480,000	2,370,000		PS
	• Publish and disseminate findings								6,675,450		6,675,450		

<sup>18</sup> This will be done 2 times in a year which costs 17% of Programme Officers time per year for 5 years

<sup>19</sup> This will be done 4 times in a year which costs 33.3% of Programme Officers time per year for 5 years

Lobbying and advocacy	• Engage with Parliamentarians	Number of proposals considered in plans, policies and strategies	2	4	4	4	4	4	52,500,000 <sup>20</sup>	4,300,000 <sup>21</sup>	48,200,000	PD	ED
	• Engage with Ministry of Finance								2,150,000		2,150,000	PD	PS
	• Engage with government sectors responsible for non-renewable natural resources								2,150,000		2,150,000	PD	ED
	• Engaging media								7,500,000		7,500,000	POs	PS
	• Engage with Anti-Corruption Bureau								2,150,000		2,150,000	PD	ED

<sup>20</sup> CEPA will engage the parliamentary committee twice a year

<sup>21</sup> ECRP and Mining Governance has budget lines related to this activity

<ul style="list-style-type: none"> <li>Engage with government on enactment of Environment Management Bill</li> </ul>										2,150,000	2,150,000	PD	PD
<ul style="list-style-type: none"> <li>Facilitate local and national policy dialogue meetings</li> </ul>		5,000,000	72,900,000							67,900,000	PS	PD	
<ul style="list-style-type: none"> <li>Engage relevant sectors on the adoption and enactment of non renewable natural resources management policies and laws</li> </ul>			2,150,000							2,150,000	PS	ED & PD	
<ul style="list-style-type: none"> <li>Engage city councils, the private sector and likeminded stakeholders in waste management</li> </ul>			2,150,000							2,150,000	PS	PD	
<ul style="list-style-type: none"> <li>Engage the private sector on compliance with environmental</li> </ul>			2,150,000							2,150,000			

	regulatory instruments																		
<b>Strategic objective 2: To strengthen the policy environment for effective biodiversity conservation and management</b>																			
Strategy	Activities	Indicator	Baseline	Period (Years)					Budget	Commitment	Funding Gap	Lead	Supporting Actors						
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>											
Research	<ul style="list-style-type: none"> <li>Develop proposals for consideration in national policies strategies and plans on biodiversity</li> </ul>	Number of research studies conducted		2	2	2	2	2	2,500,000		2,500,000	PO	ED & PD						
	<ul style="list-style-type: none"> <li>Develop proposals for consideration in Malawi's positions in international policy processes</li> </ul>								2,500,000		2,500,000	PO	ED & PD						
	<ul style="list-style-type: none"> <li>Facilitate development of regulatory instruments to guide</li> </ul>								2,500,000		2,500,000	PS	ED & PD						



Lobbying and advocacy	<ul style="list-style-type: none"> <li>Facilitate local and national policy dialogues on biodiversity</li> </ul>	Number of proposals considered in plans, policies and strategies	2	4	4	4	4	4	4	72,900,000	72,900,000	72,900,000	PD	ED & PD
	<ul style="list-style-type: none"> <li>Engage government to lobby for support for domestication of commitments on biodiversity international instruments</li> </ul>	Number of information requests from policy and decision makers									2,150,000	2,150,000	PS	ED & PD

	<ul style="list-style-type: none"> <li>Engage the relevant ministries in adoption and enactment of biodiversity policies and laws</li> <li>Engage media on raising biodiversity issues</li> </ul>								2,150,000		2,150,000	PS	ED & PD
									2,150,000		2,150,000	PS	PD
<b>Strategic objective 3: To enhance policy response towards climate change management</b>													
<b>Strategy</b>	<b>Activities</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Period (Years)</b>					<b>Budget</b>	<b>Commitment</b>	<b>Gap</b>	<b>Lead</b>	<b>Supporting Actors</b>
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>					
Research	<ul style="list-style-type: none"> <li>Analyze and disseminate Malawian implications of climate change and disaster risk management technologies</li> <li>Document adaptation and mitigation practices</li> </ul>	Number of research studies conducted		1		1			3,350,000		3,350,000	PS	ED & PD
				2	2	2	2	2	4,500,000		4,500,000	PS	ED & PD



Public awareness	<ul style="list-style-type: none"> <li>Facilitate dialogue sessions on Malawi's policy options in response to climate change<sup>22</sup></li> </ul>	1	1	1	1	1	1	1	2,150,000	2,150,000		2,150,000		PS	ED & PD
	<ul style="list-style-type: none"> <li>Disseminate adaptation and mitigation practices</li> </ul>	2	2	2	2	2	2	2	4,500,000	4,500,000		4,500,000		PS	ED & PD
	<ul style="list-style-type: none"> <li>Facilitate documentation of indigenous knowledge on early warning</li> </ul>	1							700,000	700,000		700,000		PS	ED & PD
	<ul style="list-style-type: none"> <li>Facilitate the integration of the indigenous knowledge with science for adaptation planning</li> </ul>	1							1,100,000	1,100,000		1,100,000		PS	ED & PD
	<ul style="list-style-type: none"> <li>Facilitate awareness on the use of indigenous</li> </ul>	1	1	1	1	1	1	1	450,000	450,000		450,000		PS	ED & PD

<sup>22</sup> These will include National Adaptation Plan process, Nationally Appropriate Mitigation Actions, Intended National Determined Contributions, Reduced Emissions from Deforestation and Forest Degradation and National Communications



Reviewing and implementing the organisational and funding sustainability strategy	Set up a task team to review the funding strategy	Strategy document reviewed	0	1	1	1	1	1	1	1	Staff time <sup>23</sup> 312,000 <sup>24</sup>	Staff time 430,000	312,000	FAM	ED
	Seek Board approval	Reviewed funding policy approved	0	1							1,500,000 <sup>25</sup>		1,070,000	ED	FAM
	Monitor and evaluate implementation of the funding policy	Number of mid-term evaluations done	0				1				312,000.00		312,000	FAM	

**Strategic objective 5: To improve the organizational M&E system**

Strategy	Activities	Indicator	Baseline	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Budget (MK)	Committed	Funding Gap	Lead Office	Supporting Actors
Review CEPA's M & E system	Set a task team to Review	A robust M & E plan		1					312,000		312,000	SPO	PD

<sup>23</sup> The policy will be developed internally

<sup>24</sup> For staff meeting refreshments

<sup>25</sup> For board meetings to approve the policy

	the M & E plan	designed and implemented																
	Conducting systematic orientation	Number of orientations conducted	1	1	1	1	1	1	1	312,000	312,000						SPO	PD
	Recruiting a custodian for M & E plan	M & E custodian recruited			1					17,200,000 <sup>26</sup>	17,200,000						FAM	ED
	Training the custodian for M & E	Number of trainings conducted			1					0							SPO	
	Monitor and evaluate implementation of the plan	Number of mid-term evaluations done			1					312,000	312,000						SPO	
Align project level indicators with CEPA's M&E plan	Align project level indicators with CEPA's	No. of projects with harmonized	2	4	6	8	10										PS	SPO

<sup>26</sup> Inclusive of adverts in 2 newspapers, salaries for the officer for 3 years and transport reimbursements for interviewees

	M&E plan	indicators																		
<b>Strategic objective 6: To strengthen institutional capacity for networking and collaboration</b>																				
Strategy	Activities	Indicators	Baseline	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Budget (MK)	Committed	Funding gap	Lead Office	Supporting Actors							
Facilitate increased interaction with key stakeholders	Develop IKMS platform	Number of IKMS platforms developed		1					9,025,000		9,025,000	PO								
	Orientation of staff on the developed IKMS	Number of orientations conducted		1					312,000		312,000	PO								
	Monitor and evaluate implementation of the IKMS	Number of mid-term evaluations done				1		1	312,000		312,000	PO								
	Develop an advocacy strategy	No. of advocacy strategies	0	1					1,000,000		1,000,000	PO								
	Develop a communication strategy	No. of communication strategies	0	1					1,000,000		1,000,000	PO								

	Recruiting a Communications Officer	Communication Officer				1						17,200,000 <sup>27</sup>		17,200,000	FAM	ED
	Participate in networking activities	Number of networking activities participated	2	2	2	2	2	2	2	2	2	3,264,000 <sup>28</sup>		3,264,000	ED	PD
	Paying subscription fees <sup>29</sup>	Number of subscriptions	6	8	8	8	8	8	8	8	8	2,025,000	510,000	1,515,000	FAM	ED
	Establishing a sub-office in Lilongwe	Number of sub-offices opened			1							25,100,000		25,100,000	FAM	ED

<sup>27</sup> Inclusive of adverts in 2 newspapers, salaries for the officer for 3 years and transport reimbursements for interviewees

<sup>28</sup> For participating in 2 networking activities for 2 people per year for 5 years

<sup>29</sup> Subscriptions will be paid to Civil Society Agriculture Network and Civil Society Network on Climate Change. CEPA will also maintain membership in LandNet, Natural Resources Justice Network, Publish What You Pay, Sustainable Agriculture Network. At international level CEPA will subscribe to the International Union for the Conservation of Nature (IUCN)

## **5.0 MONITORING AND EVALUATION**

One of the key issues identified in the strategic plan is the strengthening of the CEPA M & E system. As illustrated in figure 4, the M & E system in CEPA is made up of several tools and components that facilitate monitoring of outputs and impacts within the organisation. One of the main tools is the M & E plan which aligns all the activities within the organisation to the strategic choices, and contains indicators which are used to monitor the progress and measure impact. In this regard, CEPA will review the existing M & E plan to ensure consistence with the 2016-2020 strategic choices.

As part of strengthening CEPA's M&E system, revision the M&E plan will address identified challenges. Specifically, there has been misalignment between project level indicators and the M&E plan. In addition, deliberate efforts have not been made to orient new staff on the organisation's M&E plan which has limited internalisation and utilisation of the framework. Accordingly, CEPA will ensure that project level indicators are aligned with the organisational M&E plan. At the same time, staff will be regularly oriented on the M&E plan.

Another important component of the system is the quarterly board meetings. Board Committees meet once a quarter to advise management on appointments and general administration matters; monitor and advise management on programme work, financial and audit issues. The Board Committees present their reports to the Board of Directors four times a year. The Board of Directors meet quarterly to review and reflect on the organisational progress in line with the strategic objectives. The Board of Trustees meets once a year to review work the Directors, financial performance and status of assets. Further, staff retreats are held periodically to facilitate staff interaction and team building to enhance performance.

Staff will continue meeting on a fortnight basis to review their activity plans and report on progress. Reports will also be produced and submitted for all the activities carried out in programme work. Quarterly reports will be produced in line with the M & E plan. Review meetings will also be held amongst staff on a quarterly and annual basis.

Bank reconciliations and ledgers will be prepared every month to enable management track expenditure. Programme Officers will also review ledgers together with Finance Officers to maintain coherence between programme work and expenditure levels. 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.

The strategic plan will be reviewed midway through and at the end of the implementation period. The midterm review will be carried out in 2018. The review will provide the opportunity to feedback into the strategic plan based on the lessons learnt in the first three years of implementation. At the end of five years, an evaluation will be carried out to assess the performance and impacts of the identified strategies. The findings of this evaluation will inform staff, management, the board, and stakeholders during the next strategic planning process.

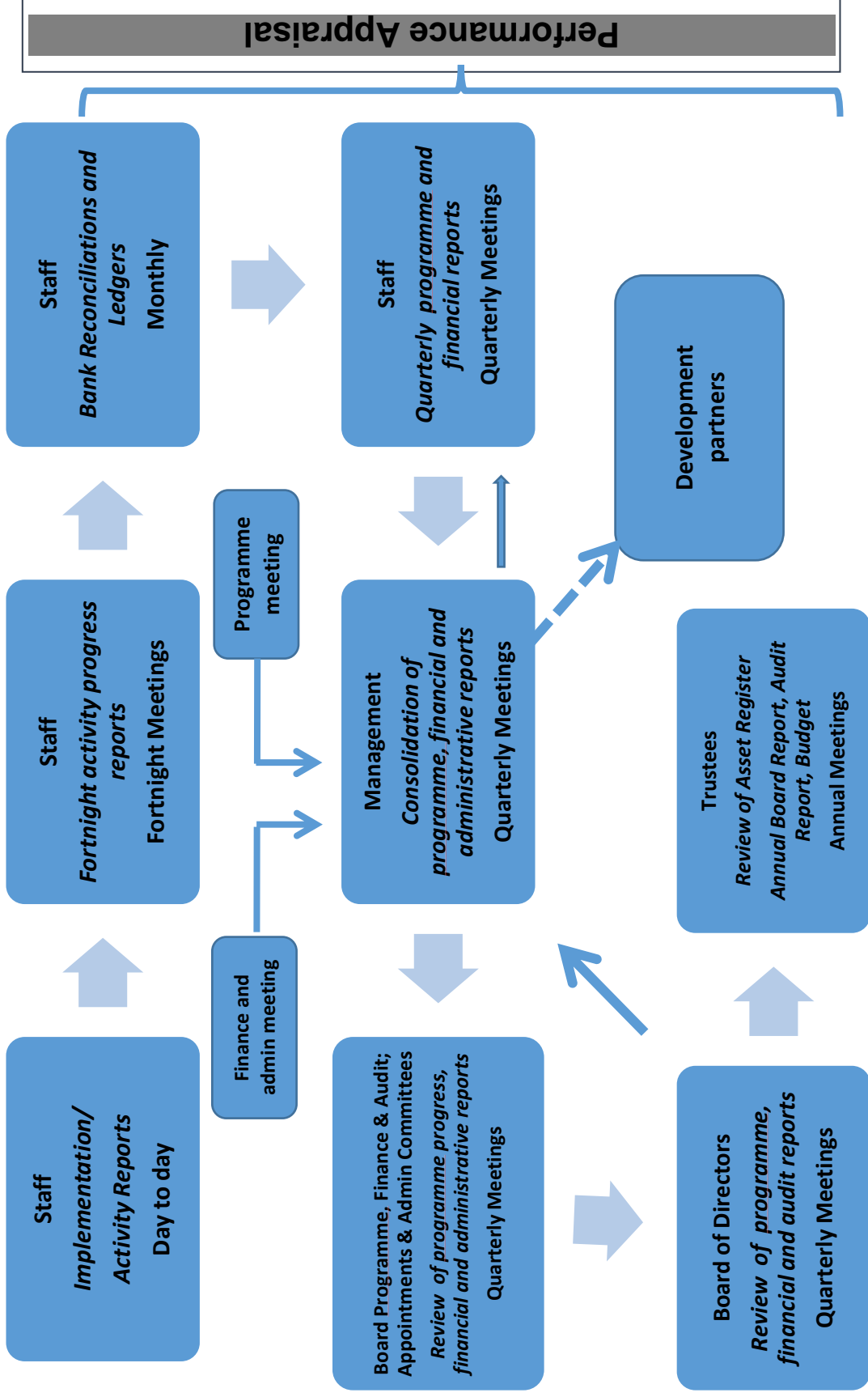


Figure 4: A representation of the CEPA M & E system



## CEPA M & E PLAN

### Goal: Environment and natural resource management policies implemented for sustainable development

Strategic objective	Expected Outcome	Outcome indicator	Expected Output	Output indicators	Means of verification	Frequency	Responsible person
To promote effective policy implementation on non-renewable natural resources <sup>30</sup>	Policies related to non-renewable natural resources in place and implemented	Proportion of CEPA proposals reflected in the final policy documents	Position papers developed and submitted	Number of position papers developed and submitted	Position papers Reports Documented case studies	Annual	Natural Resources Programme Officers
		Number of policies approved	Dialogue meetings held to lobby for approval	Number of dialogue meetings held	Policy assessment reports		
	Extent to which policies are implemented	Research on policy implementation conducted	Dialogue meetings held to influence policy implementation	Number of policy provisions implemented	Policy briefs Information packs <sup>31</sup>		
				Number of policy implementation assessments conducted			
				Frequency of interactions with policy makers			

<sup>30</sup> CEPA's work under non-renewable natural resources will focus on air, land, minerals and water. While air and water are naturally renewable, they are considered as non-renewable in this case due to high rate of pollution and extraction;

<sup>31</sup> These refer to Posters, leaflets, radio programs and newspaper pullouts

Strategic objective	Expected Outcome	Outcome indicator	Expected Output	Output indicators	Means of verification	Frequency	Responsible person
To strengthen the policy environment for effective biodiversity conservation and management	Policy frameworks that promote conservation and management of biodiversity developed and implemented	Proportion of CEPA proposals reflected in final policy documents  Number of policies influenced  Extent to which policies are implemented	Position papers developed and submitted  Dialogue meetings held  Policy implementation assessments conducted  Policy briefs and information packs on biodiversity published	No of position papers developed  Number of CEPA proposals reflected in policies  Number of policy implementation assessments  Number of dialogue meetings conducted  No of policy briefs and information packs on biodiversity published and disseminated	Stocktaking report  Position papers  Policy documents  Policy assessment reports  Policy briefs  Information packs	Annually  Quarterly	Natural Resources Programme Officers

Strategic objective	Expected Outcome	Outcome indicator	Expected Output	Output indicators	Means of verification	Frequency	Responsible person
To enhance policy response towards climate change management	Policy and practice on climate change management improved	National Climate Change Policy approved Extent to which policies are implemented Awareness on national policy processes on climate change management increased	Dialogue meetings conducted Policy implementation assessments conducted Policy briefs and information packs on climate management published Climate change awareness meetings held	Number of dialogue meetings conducted Number of policy implementation assessments Number of policy briefs and information packs on climate management published and disseminated Number of awareness meetings conducted	Activity reports Policy assessments reports Policy briefs Information packs	Annually Quarterly	Climate Change Programme Officers
To broaden CEPA's resource base for institutional capacity	Income for programme and institutional functions increased	Percentage increase in CEPA's resource base Percentage increase in non-restricted	Organizational funding and sustainability strategy in place and implemented	Number of proposals submitted and funded Number of initiatives undertaken to	Management reports Board reports Quarterly and annual reports Proposals	Quarterly Annually	Finance & Administration Manager

Strategic objective	Expected Outcome	Outcome indicator	Expected Output	Output indicators	Means of verification	Frequency	Responsible person
		funds		generate non-restricted funds Amount of funds retained for institutional support Number of staff involved in resource mobilization initiatives	submitted		
To improve the organizational M&E system	Implementation of CEPA M & E system enhanced	Extent to which M & E system is implemented	CEPA M & E plan revised Reporting templates revised Programmes and financial progress meetings conducted Management and board meetings conducted Capacity of	Number of project indicators aligned to the M&E plan Number of programmes meetings conducted Number of management meetings conducted Number of board meetings conducted	M & E plan Reporting templates Quarterly reports Meeting minutes Meeting minutes	Mid-term End of Strategy evaluation Annually Quarterly	CEPA staff Programmes Director / Finance and Administration Manager Executive Director

Strategic objective	Expected Outcome	Outcome indicator	Expected Output	Output indicators	Means of verification	Frequency	Responsible person
To strengthen institutional capacity for networking and collaboration.	Institutional capacity for networking and collaboration improved	Number of partnerships developed and maintained  Number of collective advocacy initiatives undertaken	CEPA staff in M&E improved  Platforms used to engage government and CSOs accessed  Advocacy and communication strategy developed and implemented	Number of national platforms for policy engagement utilized  Number of platforms used for information sharing  Number of CEPA projects implementing provisions of the Advocacy and communications strategy  Number of people accessing information through CEPA's knowledge management platforms	Activity Reports Minutes Project reports	Quarterly and Annually	CEPA staff



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