

CENTRE FOR ENVIRONMENTAL STEWARDSHIP

STRATEGIC PLAN 2015



ACRONYMS

AEC	– Awareness and Education for Change
BOD	– Board of Directors
CBO	– Community Based Organization
CEP	– Community Empowerment Program
CES	– Centre for Environmental Stewardship
EHRP	– Eco-Health Research Program
FBO	– Faith Based Organization
NGO	– Non Governmental Organization
NRM	– Natural Resource Management
PESTEL	– Political, Economic, Social, Technological, Environmental and Legal environment
RCE	– Regional Centre of Expertise
SDGs	– Sustainable Development Goals
SOAR	– Strengths, Opportunities, Aspirations and Results
SWOT	– Strengths, Weakness, Opportunities and Threats

FOREWORD

Sustainable human development is underpinned by environmental sustainability. In other words, everything that human beings need for their survival and wellbeing depends directly or indirectly on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony. This ensures people have and will continue to have the water, food, materials and resources for wellbeing for the present and future generations. Thus our vision of an environment that sustains creation in harmony underscores the CES belief that the environment and humans are stewards of each other.

Overconsumption of natural resources fueled by rapid population/economic growth has come with unintended social and environmental consequences such as ill health, environmental degradation, pollution and climate change among others. The underlying factor in all this seems to be for the most part people's lack of awareness, knowledge and skills on how their actions link to and contribute to the social and environmental consequences above. For this reason, CES mission is to build the capacity of communities through education, advocacy and action to improve wellbeing.

The environment is made up of living and nonliving things. In terms of the environment, ecosystems are the fields that their interactions take place. An ecosystem, also called environment is a natural unit consisting of all plants, animals and micro-organisms functioning together with all the nonliving factors. Human activities are part of and affect these interactions or functioning of ecosystems. For sustainability, humans and nature/ ecosystems should exist in productive harmony. Our goal is to contribute to the restoration of land, forests and inland waters. In so doing, CES will actively contribute to sustainable development goals (SDGs) 2, 6, 15 and to a lesser extent SDGs 13 and 16. Our overarching strategy is to build the capacity of stewards for the environment through awareness/education and

Community Empowerment. The capacity building and empowerment should be based on relevant, sound and current knowledge. CES first and foremost seeks to be knowledgeable on environmental issues by engaging in ecosystems research. This knowledge is synthesized and used to nurture eco-stewards from grassroots to policy makers. Since human activities in pursuit of livelihoods/wealth are the main drivers of environmental degradation and pollution, CES community empowerment seeks to integrate livelihoods and environmental sustainability. This is conducted through training on and piloting conservation agriculture and nature based enterprises. We welcome you to partner with us as we contribute to making our world a better place to live in.

- Mbaabu Mathiu, PhD.
Executive Director

ACKNOWLEDGEMENTS

CES would like to acknowledge the Board of Directors; a committed team of professionals for their immense wisdom and support in providing the policy direction and motivation towards a stronger organization.

This strategic planning process could not have come to fruition without the insights and hard work of our team of professional staff who remain pivotal in accomplishing our aspirations.

We are indebted to our numerous collaborators, partners, networks, beneficiaries, friends and well wishers whose precious ideas and colossal inputs have enriched our work and continues to motivate us towards achievement of our vision.

We reiterate that the past, ongoing and future achievements are a result of enormous direct and indirect contributions of our many allies. We greatly appreciate your contributions.

INTRODUCTION

Centre for Environmental Stewardship (CES) is a national Kenyan Public Benefit Organization (PBO). It was founded in the year 2003 by a team of professionals in the fields of health, theology, environment, biodiversity and natural resource management. The issues that necessitated the establishment of CES are still valid and demands concerted efforts from all the stakeholders. The strategic planning process provided us with the opportunity to reflect on the current state of our environment, our achievements against our past targets, review the lessons we have learnt in the pursuit of our goals and envision the future specifically our commitments for the next three years.

Hence we underscore that environment and society are two sides of the same coin. Natural assets, including water, soils, plants and animals, underpin people's livelihoods. Environmental resources provide a range of benefits and opportunities for local and national economic development by supporting livelihoods, revenue generation and wealth creation in such productive sectors as agriculture, livestock, water, energy, forestry, trade, tourism and industry and provision of environmental goods and services. Despite being the foundation for development, degradation of land, forests and water resources continue to be a concern to environmentalists. This is compounded by the increase in manifestation of impacts of climate change resulting to increase in food insecurity, vector borne diseases, natural disasters, and loss of biodiversity among others.

We uphold that a clean and healthy environment is the right of all Kenyan citizens as enshrined in the Constitution of Kenya 2010. We believe it is the duty of us all to take care of the environment and all its resources hence we continue to partner with local communities, NGOs, Government Agencies and Institutions, and the International Community in the restoration of land, forests and inland waters in Kenya.

PART ONE: OPERATIONAL CONTEXT

This Strategic Planning process involved a review of the internal and external environment within which CES operates. A Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was done to further inform the CES operating environment. The plan is therefore attuned to the national laws and policies on land, forest and water resources and Kenya development blueprint – Vision 2030. It also takes cognizance of the general needs of

the devolved governance structures and specific sector challenges in the counties that CES operates. It marked a strategic shift from SWOT based analysis to SOAR approach which is more futuristic and result oriented.

Summary of Strength, Opportunities, Aspirations, Results (SOAR) analysis

Strengths

- Strong organizational structures,
- A team of professional staff,
- Credible track record with donors and other partners,
- Strong linkages at the grassroots, with like-minded organizations, county governments and government agencies

Opportunities

- Enabling legal and political environment at the ward, county and national level.
- Hard working and committed grassroots/community organizations
- Devolution of governments and government functions closer to local communities
- ISO requirements for clean environment

Aspirations

Vision: An environment that sustains creation in harmony
To build the capacities of communities through education, advocacy and action to improve wellbeing

Mission: To build the capacity of communities through education, advocacy and action to improve wellbeing.

Goal: To contribute to the restoration of land, forests and inland waters

Values:

- Integrity
- Respect for creation
- Stewardship
- Service to communities

Results

Human condition: Behaviour change (changed mind-sets, responsibility, increased ownership, accountability, increased champions, reduced environmental effects).

Natural resources: Sustainable land use/agricultural production, increased water volumes, increased water harvesting, decreased encroachment on forests and wetlands, increased tree cover.

Governance: Better and more responsible leaders, better distribution of resources, impartiality.

Laws and policies: Improved and harmonized laws and policies, effective implementation and enforcement of laws, participation of citizens in the formulation and implementation.

The above identified strengths, opportunities, aspirations and the desired results inform our core programs, strategic objectives and activities herein.

Programs, Strategic Objectives (S.O) and activities

Three interconnected and complimentary strategic areas, referred to as 'programs' are responsive to the CES strategic focus and current state and trends. These are:-

1. Awareness and Education for Change Program
2. Community Empowerment Program
3. Eco-Health Research Program

The three programs seek to promote environmental stewardship for improved environment, human livelihoods, intra and inter-generational equity.

Program 1: Awareness and Education for Change (AEC)

AEC program is in response to the challenge of high ignorance of environmental issues among citizens. The aim of the program is to enhance appreciation of the benefits of a healthy environment, human actions that negatively impacts on the environment and people's responsibility in ensuring a clean and safe environment for us all. It entails public awareness and education through use of various mediums such as seminars, workshops, IEC materials, print and electronic media. The target audiences are citizens and non citizens in Kenya from grassroots to national level.

S.O1: To influence citizens behavior change to create environmental stewards.

Activities:

- Create awareness on topical issues on land, forest and water resources by use of IEC materials and via print and electronic media
- Conduct environmental education seminars for community groups and learning institutions
- Conduct learning tours for Common Interest Groups (CIG) to equip them with best practices in management of land, forest and water resources.

Program 2: Community Empowerment Program (CEP)

CEP is a transformative capacity building program targeting natural resource users and managers at various levels. The program aim is to equip the users and managers of environmental resources with stewardship values, attitude, appropriate knowledge, skills and practice to improve their livelihoods and create wealth while sustainably managing the natural resource base. The program's interventions are multi-dimensional and integrated, focusing on the use and management of land, forest and waters resources.

S.O2i: To support local communities sustainably manage their environment and natural resources for improved livelihoods.

Activities:

- Conduct capacity building trainings for natural resource managers on the management of land, forest and water resources
- Provide environmental and natural resource conflict management/resolution training and services
- Promote resilient agricultural practices to enhance productivity, strengthen climate change adaptation, maintain ecosystems, and progressively improve land and soil quality.
- Support best practices in enhancing food security, sustainable agriculture and resilience to climate change
- Support Nature Based Enterprises (NBEs) to encourage environmental management

S.O2ii: To influence the leadership and citizens to develop and implement policies and laws for environmental sustainability

Activities:

- Identify gaps in policies and laws that are detrimental to attainment of a safe and healthy environment
- Support development of policies and laws for environmental sustainability

Program 3: Eco-Health Research Program (EHRP)

The environment is a complex functioning system; plants, animals, humans, biological and physical systems. The aim of the program is to build assessments and scientific investigations of the interactions of various ecosystem components to proactively inform organization's strategies and actions. Once synthesized, the research findings are published, assimilated into organization programs and shared with our partners and disseminated to the world at large.

S.O 3: To conduct research on ecosystem health for sustainable livelihoods and environmental management.

Activities:

- Carry out environmental assessments on land, forest and water resources in targeted areas
- Undertake research on topical environmental issues
- Publish and disseminate research findings/ reports widely

PART TWO: ORGANIZATION STRATEGY

This strategy focuses on the organization capacity required to achieve our aspirations. It encompasses human resource, financial resource, administration and public relations.

Human Resource Strategy:

Strategic objective: To institute human resource structure, systems, and policies that enhances performance for effective and efficient attainment of organization aspirations.

Activities:

- Engage in regular staff appraisal and training
- Retain highly qualified staff
- Conduct regular staff meetings
- Conduct team building activities

Financial strategy

Strategic objective: To mobilize and apply financial resources efficiently and effectively

Activities:

- Prepare and send out concept papers and grant proposals
- Conduct consultancies
- Invest in best practices in Nature Based Enterprises (NBEs) and agribusiness

Administration strategy

Strategic objectives: To enhance and sustain an effective and efficient administrative and communication system that facilitates attainment of organization aspirations

Activities:

- Maintain an effective organization structure
- Hold semiannual advisory board meetings
- Hold monthly staff meetings
- Prepare and share monthly work plans
- Keep updated annual planner on the notice board

Public relations strategy;

Strategic objective: To be a recognized and influential player on environment and Natural resources management.

Activities:

- Keep the organization website and social media platforms updated
- Prepare quality and timely reports to partners and stakeholders
- Expand strategic partnerships/ collaborations with likeminded institutions such as RCE Mt. Kenya East which is a consortium of universities and research institutions on Education for Sustainable Development among others.
- Prepare and share newsletters and documentaries

PART THREE: MONITORING AND EVALUATION STRATEGY

This strategy aims to track and demonstrate the effectiveness and relevance of the activities to the attainment of the organization goals, and the efficiency of the application of resources in attainment of aspirations of the organization.

Specific objective: To develop internal and external monitoring and evaluation systems and tools to track the attainment of organization and project results

Organization programs M&E framework

Activities		Expected Results	Key performance indicators	Means of verification
S.O 1.0: To influence citizens behavior change to create environmental stewards				
Act. 1.1	Create awareness on topical issues on land, forests and water resources by use of IEC materials and via print and electronic media	Public sensitized on key issues	# of meetings held # of persons sensitized % increase adoption of good practices in NRM	Media scripts Print extract Copies of IEC materials
Act. 1.2	Conduct environmental education seminars for community groups and learning institutions	Target group sensitized	# of seminars held # of persons sensitized % increase adoption of good practices in NRM	Reports Photos
Act. 1.3	Conduct learning tour for Common Interest Groups (CIG) to acquaint with best practices in management of land, forests and water resources	CIG exposed to best practices	# of tours held # of persons participated # of persons adopting the best practices	Reports Photos
S.O 2.0 To support local communities to sustainably manage their environment for improved livelihoods				
Act. 2.1	Conduct capacity building trainings for natural resource managers on the management of land, forests and water resources	Knowledge and skills enhanced	# of trainings held # of persons trained	Reports Training modules Photos
Act. 2.2	Provide environment and natural resource conflict management/ resolution trainings and services	Environment and natural resource conflicts mitigated	# of trainings held # of conflicts resolved	Reports Training modules Photos Agreements

Act. 2.3	Advocate for restoration of degraded land, forests and water resources	Degraded land, forests and water resources restored	# of sites restored # of trees planted # of Gabions / terraces constructed	Reports # of Plans Photos
Act. 2.4	Promote resilient agricultural practices to enhance productivity, strengthen climate change adaptation, maintain ecosystems, and progressively improve land and soil quality	Resilient agricultural practices adopted	# of campaigns done to popularize resilient agricultural practices # of persons adopting resilient agricultural practices	Feasibility study reports Reports Photos
Act. 2.5	Support best practices in enhancing food security, sustainable agriculture and resilience to climate change	Best practices supported	# of pilot projects established # of persons replicating the practices	Campaign reports Manuals on best practices Photos
Act. 2.6	Support Nature Based Enterprises (NBEs) to encourage environmental management	Improved income for beneficiaries Better managed natural resources	# of NBEs supported % increase in income levels	Reports Documented Success stories Photos

S.O 3.0 To influence the leadership and citizens to develop and implement policies and laws for environmental sustainability

Act. 3.1	Identify gaps in policies and laws detrimental to attainment of a safe and healthy environment	Gaps in policies and laws on environment identified	# of policy gaps identified # of gaps on laws identified	Lists of gaps
Act. 3.2	Support development of policies and laws for environmental sustainability	Adequate laws and policies drafted	# of environment related policies/laws drafted	Draft Policies and laws

S.O 4.0: To conduct research on ecosystem health for sustainable livelihoods and environmental management.

Act. 4.1	Undertake research on topical environmental issues.	Research work done regularly	# of research findings published	Reports Published papers
Act 4.2	Publish and disseminate research findings widely	Stakeholders and general public informed of the research findings	# of research findings/reports published and disseminated	Publications of research findings

