

STRATEGIC PLAN

2012-2014



'Nurturing Environmental Stewards'

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ABBREVIATIONS AND ACRONYMS

ACA	- Amani Communities Africa
BOD	- Board of Directors
CBD	- Convention of Biological Diversity
CBO	- Community Based Organization
CES	- Centre for Environmental Stewardship
EEP	- Environmental Education Program
EHRP	- Ecosystem Health Research Program
EMCA	- Environmental Management and Coordination Act
IK	- Indigenous Knowledge
KFWG	- Kenya Forest Working Group
KWENCH	- Kenya Water, Energy, Cleanliness and Health
NBE	- Nature Based Enterprises
NEMA	- National Environment Management Authority
NGO	- Non Governmental Organization
NRM	- Natural Resource Management
NRMEP	- Natural Resource Managers Empowerment Program
SHG	- Self Help Groups
WEFCOL	- Wetlands for Community Livelihoods

FOREWORD

CES was founded in 2003 by a group of professionals in environmental and natural resources management. The issues that necessitated this move are still valid and indeed, escalating. Sustainable human development is critically undermined by the continuing environmental degradation and climate change. Environmental degradation is caused by segments of the human population for reasons ranging from poverty to unsustainable lifestyles. The common denominator in all this seems to be, for the most part, ignorance on how our actions link to and contribute to environmental degradation.



CES believes that the environment and humans are stewards of each other. In terms of the environment, ecosystems are the arena. Our crosscutting strategy is capacity building for the players at all levels of society. The capacity building is premised 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. Special focus is on environmental education for the youth and awareness creation for local and grassroots communities. The empowerment of natural resource managers, as the custodians of the environmental resources, is also given due attention.

This CES strategic period covering 2012 - 2014 coincides with the earnest implementation of Kenya's new constitution which gives prominence to environmental sustainability. Having participated in the formulation of the Kenya national environment policy, I feel particularly excited that CES is making a contribution through enhancement of environmental stewardship within these policy frameworks.

Mbaabu Mathiu, Ph.D.

A handwritten signature in blue ink, appearing to read 'Mbaabu Mathiu', with a horizontal line extending to the right.

Executive Director

January 2012.

ACKNOWLEDGEMENTS

We wish to thank all those who participated and made this Strategic Plan a success.

This Strategic Plan is as a result of serious and committed work by the CES Management and the Board of Directors. It was formulated and subjected to a wide sector of stakeholders for comments and adoption.

We thank the CES secretariat for tireless efforts in putting the document together.

It is our sincere hope that this Strategic Plan will improve our service deliveries and create linkages with stakeholders in the environment sectors.

PART I: INTRODUCTION

Centre for Environmental Stewardship (CES) is a national Kenyan Non-Governmental Organization (NGO) that was registered in 2003. It was founded by a team of professionals in the fields of health, theology, environment, biodiversity and natural resource management. Since its inception, CES has positively empowered natural resource managers across the country. Its partners are local communities; organized groups and Community Based Organizations (CBOs), NGOs, Government Agencies and Institutions, and the International Community.

The environment is a complex functioning system; plants, animals, humans, biological and physical systems. A healthy environment is thus necessary for human wellbeing and sustainable development. CES believes that the environment (creation) and humans are 'stewards of each other' hence taking care of the environment (stewardship) is the responsibility of every person on the planet Earth.



Domestic washing, cattle grazing and watering on a catchment wetland within Imenti forest ecosystem

The natural processes, ecosystems, people and biodiversity nurture and sustain each other in complex relationships. However, unchecked interactions between the socio-economic and environmental systems pollute and degrade the natural resource base on which all life forms depend.

Therefore, all stakeholders should feel obliged and contribute to achieving a healthy environment that is conducive and sustains human development. This

is acknowledged in the Environmental Management and Coordination Act (EMCA) which was enacted in 1999 as the Kenyan National Environmental Framework, the Kenya Water Act (2002) and the Kenya Forest Act (2005). These statutes promote community participation in Natural Resource Management and Conservation which is one of the guiding principles towards environmental sustainability. It is also a central theme of the Convention on Biological Diversity (CBD) of the United Nations.

STATE AND TRENDS

Anthropogenic activities spanning from forest encroachments, over extraction of water, poor agricultural practices and waste management among others are behind the current undesirable state of our environment. Many Kenyans of all walks of life exhibit high levels of ignorance on environmental issues; more so the complexities and inter-linkages of various components of the environment and the ecosystem services.



Poor waste management resulting to water pollution

In addition, poverty compounded by climate change continues to contribute to over exploitation of vulnerable natural resources especially biodiversity. There is also the misplaced perception over whose responsibility it is to ensure a safe and healthy environment.

These are some of drivers of the increasing environmental degradation witnessed today. CES strategic aim is to reduce these and other drivers and pressures while mitigating their impacts



Cultivation on fragile and vulnerable hill tops

on our environment.

This strategy is responsive to various environmental challenges including biodiversity loss, water and land degradation, climate variability and related natural disasters, high poverty levels, ignorance of environmental dynamics and management techniques, inadequate environmental conservation incentives and high vulnerability levels of rural and urban households.



Above left; Highly degraded Imenti forest- a critical water catchment and right; Community tree nursery in Imenti Forest with support from CES

STRATEGIC PLANNING PROCESS

This Strategic Plan is aligned with the national policies such as Kenya's Vision 2030 - the Kenya's new roadmap to realization of sustainable development. It was developed through a consultative process that lasted three months. The process was informed by the periodic research findings, insightful contributions of our partners and field based knowledge, and the expertise of CES Board members and staff. Therefore, this Strategic Plan 2012 - 2014 belongs to CES management, staff, partners and all our stakeholders.

PART II: PHILOSOPHICAL FRAMEWORK

VISION, MISSION AND VALUES

As part of the strategic planning process, CES revised its Vision, Mission and Values as follows:-

Vision:

A healthy environment that sustains all life forms.

Mission:

To integrate human needs with environmental integrity based on sound scientific, ethical, theological and socio-economic principles.

Values:

- ❖ Respect and care for the 'community of life'
- ❖ Social and economic justice
- ❖ Ecological integrity
- ❖ Democracy and participatory approach
- ❖ Transparency and accountability

Strategies:

Research, training and awareness creation

ORGANIZATIONAL STRUCTURE

CES policy direction is provided by a Board of Directors (BOD), which is the highest decision making organ in the organization. All the Board members are professionals from different fields related to CES activities. CES projects are implemented by qualified project officers under the leadership of the Executive Director. Thematic areas and programs of work are approved by the Board which also approves the budgets allocation and financial reports.

PROFILE

Since its inception, CES has been involved in action oriented research on environment and human interactions as well as community livelihoods improvement projects. These activities have been guided by the following specific objectives;

- ❖ Promote public education and awareness in environmental stewardship.
- ❖ Promote co-management of natural resources by supporting community initiatives in the formulation, implementation and monitoring of natural resource based projects.
- ❖ Offer advisory services and training on technical issues on ecosystem health and the state of environment.
- ❖ Conduct research on ecosystem health to guide sustainable environmental management and contribute to policy.

The scientifically gathered information and data are used to inform the programs.



Above: piloted projects of dry-land adapted fish ponds/aquaculture in Meru County

CES creates awareness to local communities on environmental stewardship particularly among the youth, women and special interest groups. The activities are site specific arising from partnerships with the local communities. These include development of site management plans, rehabilitation of degraded sites, income generating projects, and nature based sustainable enterprises.

At the local levels, we empower communities to sustainably use their local natural resources to improve their livelihoods. We encourage application of indigenous knowledge, appropriate technologies and natural resource use principles as contained in the Convention on Biological Diversity (CBD) of the United Nations.

CES with KWENCH co-founded WEFCOL (Wetlands for Community Livelihoods). WEFCOL is a forum whose main objective is to conserve, develop and create awareness on the importance of wetlands in enhancing community livelihoods and national economic development.

CES also works closely with Kenya Forest Working Group (KFWG), NEMA, and Amani Communities Africa (ACA) among others.

CES Personnel have affluent knowledge and skills attuned to organization's core programs. Their motivation and commitment to their responsibilities is necessary for CES to achieve its mandate.



Above; Awareness creation Baraza in Meru County and below; CES, KWENCH, Savanna community and Donors inspecting a waste water purification and recreation project along Ngong river, Nairobi County



PART III: STRATEGIC PROGRAMS

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. Environmental Education Program (EEP)
2. Natural Resource Managers Empowerment program (NRMEP)
3. Ecosystem Health Research program (EHRP)

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

Environmental Education Program (EEP)

EEP seeks to address the challenge of high environmental ignorance among Kenyans. It entails public awareness and education on various topical environmental issues. The program targets varied audiences from grassroots to the national policy making levels with the sole aim of enhancing the basic understanding of the environment, the drivers and impacts of various environmental challenges facing our country. Specifically, the target groups are primary, secondary and college students, youth groups, men and women SHGs, CBOs, decision and policy makers.

Natural Resource Managers Empowerment Program (NRMEP)

This is a capacity building program for natural resource managers. These are leaders at various decision making levels who influence how natural resources are used. We seek to empower them with values, knowledge and skills that stimulate them to provide leadership in finding lasting solutions to environmental problems so as to improve livelihoods while ensuring sustainable management of natural resources. The program's interventions are multi-dimensional and integrated, incorporating local indigenous knowledge (IK) and appropriate technology for sustainable socio-economic and ecological development.

Ecosystem Health Research Program (EHRP)

The environment/ecosystem is a dynamic system due to the complex interactions among its many components. Human/animal health is directly linked to ecosystem health. Ecosystem health/services are key to human wellbeing. These therefore require constant investigation and targeted research to inform sound management approaches. CES will continue to invest in ecosystem health research. Once synthesized, the research findings are published and disseminated to ensure interventions are informed and responsive to local realities.

PART IV: STRATEGIC GOAL, OBJECTIVES AND ACTIVITIES

4.1 Goal

The goal of CES is to attain a well conserved and managed environment for human wellbeing and sustainable development.

4.2 Strategic Objectives (S.O) and Activities (Act.)

S.O 1.0: To carry out public education and awareness on environmental stewardship and governance.

Act. 1.1. Organize environmental awareness and educative forums for schools and community based groups.

Act. 1.2. Facilitate field tours and exchange programs for school clubs and community based groups.

Act. 1.3. Facilitate availability of environmental information to the target groups and the public through promotional materials and resource handbooks.

S.O 2.0: To build capacities of natural resource managers.

Act. 2.1. Assist communities in identifying and scaling-up of sustainable and innovative Nature Based Enterprises.

Act. 2.2. Support community based environmental rehabilitation and conservation initiatives.

Act. 2.3. Build capacity and skills of leaders in natural resource management and environmental conservation.

Act. 2.4. Network local communities and schools with corporate, public and other development partners.

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S.O 3.0: To offer advisory and training services on ecosystems and the state of environment to policy makers.

Act. 3.1. Undertake training of policy and decision makers on ecosystem health, local and global state of the environment.

Act. 3.2. Offer technical advice and guidance to Kenyan public and policy makers on environmental state and trends.

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

Act. 4.1. Undertake regular field assessments and action-oriented research on topical environmental issues.

Act. 4.2. Prepare and disseminate research findings and field assessment reports to local, national and international stakeholders.

Act.4.3. Support and facilitate integration of indigenous knowledge and appropriate technologies into the mainstream of natural resource management.

S.O 5.0: To strengthen the institutional capacity of CES

Act. 5.1. Support CES personnel undertake courses to advance knowledge and skills.

Act. 5.2. Expand and strengthen strategic partnerships and collaborations with likeminded CBOs, NGOs, Government and Donor community.

Act. 5.3. Scale up resource mobilization for achievement of the strategic activities.

PART V: IMPLEMENTATION MATRIX

Activities		Outputs	Performance indicators	Actors
S.O 1.0: To carry out public education and awareness on environmental stewardship and governance.				
Act. 1.1	Organize environmental awareness and educative forums for schools and community groups.	Awareness/ educative forums held	-Education manuals -Reports	Project officers
Act. 1.2	Facilitate field tours and exchange programs for school clubs and community based groups.	Exchange and field tours held.	-Tours programs -reports	Project officers
Act. 1.3	Facilitate availability of environmental information to the target groups and the public	Educational materials made available and shared	-Resource books - Brochures / Promotional materials	Project officers
S.O 2.0: To build capacities of natural resource managers.				
Act. 2.1	Assist communities in identifying and scaling-up of sustainable and innovative Nature Based Enterprises	NBEs identified and supported	-Feasibility reports - NBEs resource books	Project officers Relevant partners

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Act. 2.2	Support community based environmental rehabilitation and conservation initiatives.	Necessary materials and equipment availed to target groups	-Rehabilitated and conserved areas -Entries of issued materials and equipment	Project officers
Act. 2.3	Build the capacity and skills of leaders in NRM and environment conservation.	Training undertaken	-Training modules - reports	Project officers
Act. 2.4	Network local communities and schools with public, corporate and other development partners.	Strengthened network and new ones created	-Established networks -Partnerships	CES, Project officers
S.O 3.0: To offer advisory and training services on ecosystems and the state of environment to policy makers.				
Act 3.1	Undertake training of policy and decision makers on ecosystem health, local and global state of the environment	Training of policy and decision makers undertaken	-Training workshops -Training modules	CES officers
Act 3.2	Offer technical advice and guidance to the Kenyan public and policy makers on environmental state and trends	Advice given	Entries of consultations	CES

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S.O 4.0: To conduct research on ecosystem health for sustainable livelihoods and environmental management.				
Act. 4.1	Undertake regular field assessments and action-oriented research on topical environmental issues.	Field assessments and research done regularly	-Research exercises - Research & Field assessment reports	Project officers CES
Act. 4.2	Prepare and disseminate research findings and field assessment reports to local, national and international stakeholders	Research information availed to relevant persons and institutions	Publications of research findings	Project officers Relevant partners
Act. 4.3	Support and facilitate integration of IK and appropriate technologies into mainstream of NRM	IK and appropriate technologies integrated into mainstream of NR management	-Handbooks of documented IK and appropriate technologies	Project officers Relevant partners
S.O 5.0 To strengthen the institutional capacity of CES				
Act. 5.1.	Support CES personnel undertake refresher courses for knowledge and skills advancement.	Staff skilled and updated on emerging issues	-Reports of training - Certificates awarded -Application of gained knowledge and skills	CES Partners and donors

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Act. 5.2.	Expand and further strengthen the strategic partnership and collaboration with likeminded groups	Strengthened partnerships	-List of partner (CBOs, NGOs, Government and Donors) - MOUs and collaborative works done	Project officers CES
Act. 5.3.	Scale up resource mobilization for achievement of the strategic activities	More funds secured	-Project proposals -Running projects	All staff