



Centre for Environment
Justice and Development

Strategic Plan 2024-2028



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Centre for Environment Justice and Development Strategic Plan for 2024-2028

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Like any strong organization, CEJAD seeks to move towards more efficient and effective operations that will contribute to its stated vision and mission.

Foreword

Since its formation and eventual formal registration in 2011, CEJAD has undertaken numerous activities focused on advocacy and policy influencing at the international and national levels. The organization has sought to achieve positive change to human health and the environment by addressing chemicals pollution and waste. Despite the many activities and initiatives, the Advisory Board has been concerned over the need to put together a strategic framework for capturing the past and ongoing activities as well as point to the direction. It is in this regard that the Board authorized the formulation of this Strategic Plan for 2024-2028.

As the first strategic plan for the organization, this document seeks to capture the context of the organization, past achievements and challenges as well as the key areas of intervention going forward. The plan has been supported by partners and undertaken in a participatory manner. The board was part of the consultation throughout the process and is pleased to present the Strategic Plan to stakeholders.

The document articulates the global and national context of CEJAD whilst capturing the achievements across the five programs of the organizations. It is notable that there has been research on chemicals and wastes, grassroots community mobilization and engagements, partner engagements towards sensitization of policies and influencing the same, as well as contributions to specific global treaties and local laws and policies. These initiatives will be strengthened during the next five years.

However, greater momentum will be put on strengthening partnerships, resource mobilization and organizational capacity enhancement. Like any strong organization, CEJAD seeks to move towards more efficient and effective operations that will contribute to its stated vision and mission. The Board will provide unrelenting support to management and staff including adhering to the set meetings and undertaking follow up support.

We call upon the partners and other stakeholders to join us in ensuring a safer, just and sustainable society. Human life and the environment need to be protected and handled more carefully today than any other time in history. We commit to engaging with like minded actors in government and non-government sectors as well as private sector in the realization of this dream

Dr. Roseline Ochieng

Board Chairperson



We commit to continue mobilizing these and other partners in tracking and monitoring the realization of the strategic plan.

Acknowledgments

The formulation of this Strategic Plan (2024-2028) has taken place within the first half of 2024. The process has been well supported by various actors to whom we owe gratitude.

First, we would like to thank The Sigrid Rausing Trust (SRT) whose financial assistance helped in the process of Strategic Plan development.

We would also like to thank our Advisory Board, whose members were available to give guidance and direction throughout the process. The approvals were provided on time as were the requests for interviews and validation inputs. To this CEJAD is grateful.

Much appreciation also goes to other partners who were consulted to provide insights and view on the achievements and challenges of CEJAD as well as the potential niche and direction of the organization. With these partners, the plan benefited from strengthening the international perspective and context. We commit to continue mobilizing these and other partners in tracking and monitoring the realization of the strategic plan.

We also recognize the contribution of the management and staff of CEJAD given their readiness to provide vital information, which has made putting together this plan possible. They contributed to discussions, direct input to write-ups and validation of the various drafts.

Lastly, we acknowledge the role of the two consultants (John Murimi Njoka and Kamau Ndwiga) who helped facilitate the entire process of the plan development.

Griffins Ochieng

Executive Director

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List of acronyms and abbreviations

ASGM	Artisanal and Small-Scale Gold Mining
ASMs	Artisanal and Small-Scale Miners
BRS	Basel, Rotterdam and Stockholm
CEJAD	Centre for Environment Justice and Development
EAC	East African Community
EMCA	Environmental Management and Co-Ordination Act
EPR	Extended Producer Responsibility
EU	European Union
F-gases	Flourinated Gases
GAIA	Global Alliance for Incinerator Alternatives
GEI	Gender, Equity and Inclusion
GFC	Global Framework on Chemicals
HHPs	Highly Hazardous Pesticides
HFCs	Hydrofluorocarborns
ICCM	International Conference on Chemicals Management
IPEN	International Pollutants Elimination Network
KEBS	Kenya Bureau of Standards
KPIs	Key Performance Indicators
MEAL	Monitoring, Evaluation, Accountability and Learning
MECCF	Ministry of Environment, Climate Change and Forestry
NAPs	National Action Plans
NEMA	National Environment Management Authority
NGO	Non-Government Organization
PCPB	Pest Control Products Board
ODS	Ozone Depleting Substances
RAC	Refrigeration and Air Conditioning

SADC	Southern African Development Community
SAICM	Strategic Approach to International Chemicals Management
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
UN	United Nations
UNEA	United Nations Environment Assembly
VfM	Value for Money
WHO	World Health Organization

Executive Summary

This is a strategic plan of Centre for Environment Justice and Department (CEJAD) for the period 2024-2028. It sets out the organization vision, mission and objectives and details a road map that will guide the organization programming and achievement of its set goals and objectives. The plan has been developed based on a desk review of various relevant documents of the organization as well as consultations with selected partners, CEJAD management and staff.

The plan is anchored on the key international conventions on the environment including Montreal protocol, Minamata, Basel, Rotterdam and Stockholm Conventions as well as the global policy instrument on chemicals, the Global Framework on Chemicals (GFC). These international treaties

and instruments have been adopted and ratified by Kenya.

The key aspects of this Strategic Plan are; vision, mission and values are as follows:



Vision

A just and sustainable society free of toxic chemicals and waste.



Mission

To promote sound management of chemicals and waste to protect human health and environment.



Core Values

1. **Stewardship:** safeguarding resources throughout the programme cycle
2. **Team spirit and teamwork:** productively working together within and between programs and functions
3. **Integrity and honesty:** using evidence in all what is done and being truthful
4. **Transparency and accountability:** clarity and explanation of the work of CEJAD to stakeholders and partners

The three main strategic goals of the organization are:



Protecting human health and the environment from harms caused by toxic chemicals, waste and ozone depleting substances. Realization of this goal will be through interventions crafted within the programme areas of plastic and waste management, elimination of lead in paint, mercury and mercury added products, highly hazardous pesticides (HHPs) and Ozone and climate.



Increasing efficiency and effectiveness of the organization. This goal will be actualized by strengthening the CEJAD staff, organisational development and enhanced accountability, and statutory requirements.



Using knowledge and evidence in tracking the organizational impact. This will be achieved by mainstreaming monitoring, evaluation, accountability and learning (MEAL) across all organizational programs and operations.

These strategic goals will be pursued using a simplified theory of change. In this theory, CEJAD recognizes and acknowledges the need to strengthen its approach of research, community empowerment and policy influencing across all the five programme areas. These approaches and strategies will be geared towards achieving impact at scale across the local, national and global levels. Capacity building of staff and stakeholders based on sound resource mobilization and stewardship will form part of the organization's implementation approach.

Implementation of the stated activities will seek to reflect this plan especially in terms of focusing on the development and tracking of quarterly and annual work plans. The same case applies to MEAL processes, which will ensure utilization of different data sources to track progress and performance. All actors including the Advisory Board, management and staff will have a role to play towards the delivery of the Strategic Plan's ambition.



Background

According to the Global Chemicals Outlook II (GCO-II), chemical production and consumption in Africa have been on a rapid growth trend. The growth in chemical production and use has included new and existing chemicals serving many key sectors of Africa's economy ranging from agriculture to transportation, energy, pharmaceuticals and consumer products. However, the use of these chemicals has come with various challenges related to releases to the environment during production, transportation, storage, use, and disposal. The releases come at a cost to both human health and the environment.

The problem is exacerbated by lack of capacity for the sound management of chemicals thus continued exposure of the public, and risk to human health and the environment. According to the World Health Organization, exposure to toxic chemicals is one of the leading causes of non-communicable diseases globally. In addition to the burden of disease, increased consumption of chemicals has been associated with biodiversity loss due to increased pollution, as well as emissions contributing to climate change risks.

Further to this, developing economies like Kenya have capacity challenges for monitoring, management and sound disposal of related wastes. Sound chemicals and waste management have been hampered by inadequate data collection and reporting, inadequate capacity (technical, human, and financial) at research and regulatory levels, lack of streamlined and coordinated awareness and training, and gaps in law for addressing chemicals and waste.

Interventions towards sound management of chemicals and waste to protect human health and the environment should therefore address (i) improving the legal and regulatory environment for chemicals and waste management, (ii) building

the capacity for sound management of chemicals and waste among different stakeholders (iii) protecting human health and environment from to chemicals and wastes, particularly for vulnerable populations, and (iv) increasing capacity of civil society actors to advocate for sound management of chemicals and waste.

Addressing sound management of chemicals and waste therefore remains an important global and local priority. In response, the global community has identified emerging policy areas and issues of concern for global action. Key among the prioritized issues include Plastic pollution, Heavy metals (Mercury and Lead), Chemicals in Products, endocrine-disrupting chemicals, Perfluorinated Chemicals, and Highly Hazardous Pesticides (HHPs).

Efforts have been made by countries including Kenya to address sound management of chemicals. CEJAD has played, and continues to play, a significant role in advocating for reduction of hazardous chemicals production and adoption of safer alternatives, sustainable consumption products as well as environmental sound management of waste.

1.1. Rationale of CEJAD's Strategic Planning

As set out in the Rio Declaration on Environment and Development, chemicals should be used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment considering the precautionary approach.

The Global Framework on Chemicals “For a Planet Free of Harm from Chemicals and Waste” adopted during the fifth International Conference on Chemicals Management (ICCM5) aims to prevent or where prevention is not feasible, minimize harm from chemicals and waste to protect the environment and human health including that of vulnerable groups and workers.

The Framework is built on a unique multisectoral and multi-stakeholder approach to strengthen collaboration and coordination among stakeholders to address the triple crisis for our common environment of climate change, biodiversity loss and pollution. The implementation of the Framework contributes to the achievement of the global 2030 Agenda for Sustainable Development as well as complementing the other international agreements and arrangements such as ; Stockholm (1972) on persistent organic pollutants, Montreal protocol (1987) on substances that deplete ozone layer, Basel (1989) on trans-boundary movements of hazardous waste, Bamako (1991) on hazardous waste management, Rotterdam (1998) on trade in hazardous chemicals and Minamata (2017) on mercury.

For Kenya to address the issue of harmful chemicals and waste, it is imperative that the actual challenges impeding their success be identified. This will then enable formulation of appropriate policies and interventions. Various analyses identify areas of concern including inadequate policies and laws, limited enforcement, weak public awareness and information flow, low inventory on chemicals and risk along the supply chain chemical management, as well limited

budgetary allocations limiting chemicals and waste management. Both state and non-state actors have for some time come out to address these challenges.

The need to protect human health and the environment from toxic chemicals and waste forms the core mission and objectives of CEJAD. For the past 12 years, the organization has designed and implemented programs and interventions towards sound chemicals and waste management. This is informed by global, regional, and country-specific needs and priorities on the management of chemicals and waste.

CEJAD has engaged and participated in the formulation of policies, laws and regulations for sound plastics and chemical waste management. The organization has periodically prepared briefs for policymakers to inform government policy and positions on policy matters related to chemicals and waste management.

In addressing the capacity for sound management of chemicals, CEJAD has engaged the government and other stakeholders, facilitated capacity development interventions in chemicals and waste management; convened and participated in multi-stakeholder forums to improve interministerial and sectoral coordination for sound chemicals coordination in chemicals and waste management.

In addition, CEJAD has undertaken research on exposure to chemicals and waste, as well as vulnerability assessment, and used the scientific findings to create awareness among the public and stakeholders on the negative impacts of toxic chemicals; designed and implemented interventions towards reducing exposure by vulnerable communities and engaged duty bearers and other stakeholders to develop long term interventions for sound chemicals and waste management.



The interventions have been developed within the following programme areas:

1. Plastic and Waste Management.
2. Elimination of lead in Paint.
3. Elimination of Highly Hazardous Pesticides (HHPs)
4. Elimination of Mercury; and
5. Ozone and climate.



The following have been some of CEJAD's key achievements.

1. Aligned and influenced global and national emerging issues on sound management of chemicals and waste
2. Established good working relationships with the government and other stakeholders.
3. Bridging science to policy and translating the same to projects at the community level
4. Cascading projects to the community level, whilst building a good working relationship with beneficiary communities

1.2. The Need for a Strategic Plan

Building on its successes over the past 12 years, CEJAD intends to achieve impact at scale across its program areas towards its vision and mission. To this end, CEJAD intends to better align its programs to address the inseparable three main interlinked planetary crises that humanity faces namely: climate change, pollution and biodiversity loss. Addressing chemical pollution remains at the core of addressing biodiversity loss and climate change (reduction of greenhouse gases).

CEJAD intends to deliberately structure its programs to deliver impact at policy and regulatory levels while offering practical sustainable solutions. This shall be in line with the Global Sustainable Development Goals, constitution of Kenya as well as national policy priorities particularly, the

vision 2030. The social pillar envisions a just and cohesive society that enjoys equitable social development in a clean and secure environment.

The strategic plan development process was based on situation analysis generated through desk/literature review. In addition, this was followed by a strength, weakness, opportunity, threats (SWOT) analysis and visioning workshop with CEJAD Board and staff. The information generated was used to develop a draft strategic plan which was subjected to stakeholder and internal reviews. The feedback was used to finalize the strategic plan. The final strategic plan was adopted by the Board.

Situational Analysis

CEJAD's context has been characterized by a national and regional policy and regulatory regime that needs to be improved and aligned to the global framework on chemicals, anchored on “a Planet Free of Harm from Chemicals and Waste”.

Over the years, CEJAD has influenced the development of effective global, regional and national policy and legal frameworks as well as participated in their implementation at national and

local levels. This has been through stakeholders and grassroots engagements, data and information generation and sharing as well as public education and awareness.



2.1. Policy and Regulatory Environment

To address the concerns related to harmful chemicals and hazardous waste, the global community has sought to control these substances using international law, to protect human health and the environment from their adverse effects. The key treaties include Stockholm Convention (1972) on persistent organic pollutants, Montreal Protocol (1987) on ozone and climate, Basel Convention (1989) on trans-boundary movements in hazardous waste, Bamako Convention (1991) on hazardous waste management, Rotterdam Convention (1998) on trade in hazardous chemicals and Minamata Convention (2017) on mercury.

Kenya, as a party to these treaties, has taken strides to ensure that its regulatory environment responds to its obligation under the treaties through their ratification. Article 42 of Kenya's Constitution on the environment guarantees every citizen the right to a clean and healthy environment, which falls under the bills of rights. The bill covers many rights, including the right to protect the environment for the benefit of present and future generations through legislative and other measures. Centered on the international treaties and the country's constitution requirements,

Kenya has further formulated policies and laws to domesticate these treaties and align with her constitution. Examples include the Environment Policy, Environmental Management Coordination act and the Sustainable Waste Management Act. This has also been promulgated through various regulations such as Toxic Chemicals Regulations, Air Quality Management Regulations, ESIA and Audit regulations, Controlled Substances among others.

CEJAD has worked with policy makers and other stakeholders to cultivate an enabling policy and regulatory environment for chemicals and waste management at global, national and county levels. For instance, through assessment of the presence of lead in household decorative paints and associated risks to children, the organization informed and influenced the government to develop mandatory standards that limit lead content in paints to 90 parts per million. Further, in research studies on the use and impacts of mercury in small-scale gold mining in Kenya, CEJAD informed the government's actions to conduct a national mercury Initial Assessment and develop the Kenya National Action Plan for Mercury Use in Small-scale Gold Mining.



2.2. Stakeholder participation and engagements

Stakeholder participation and engagement are crucial in chemicals and waste management. Effective management of chemicals and waste involves multiple parties with varying interests, including government agencies, industries, local communities, media, and non-governmental organizations (NGOs). Engaging these stakeholders helps ensure that policies and chemicals management initiatives are effective, equitable, and sustainable.

Stakeholder or public participation is a concept that is well grounded in the international and national policy and regulatory space that guides CEJAD's work. The need for stakeholder participation is highlighted in Global Framework on Chemicals (article 10); Stockholm Convention (Article 10) and International Code of conduct on pesticide management (article 9.4.2). In Kenya, public participation is emphasized in the Constitution (in various articles), Environmental Management and Coordination Act, National Environment Policy 2013, and the draft National Chemicals Policy which provides for stakeholder engagements through a multi-sectoral and multi-stakeholder involvement.

Over the past years' CEJAD has participated in and supported multi-stakeholder engagements on issues of chemicals and waste management in Kenya at the policy level e.g. through Multi-Sectoral Coordination Committee on Management of Chemicals (MSCCCM) and Waste and other multi-stakeholder platforms. These engagements

have not only contributed to improving coordination among stakeholders, but have also, to some extent, shaped the legal and policy landscape for chemicals and waste management.

CEJAD has also amplified grassroots engagements to reduce the risks posed by chemicals in communities and empower them to participate in decision making. CEJAD has engaged with vulnerable communities (e.g. informal waste pickers, miners and farmers) women groups, community-based organizations, youth groups, media, government and the private sector to reduce the risks posed by hazardous chemicals and waste. CEJAD has also capacity built vulnerable communities by supporting their organizing to strengthen their advocacy on matters of sound management of chemicals and waste in Kenya.

Despite these efforts, there still exist challenges that need to be addressed. Many stakeholders are yet to appreciate the impacts of chemicals and waste hence have not prioritized the need to address them. Effective engagement and participation of stakeholders in matters of chemicals and waste management is also hampered by the difficulty in communicating the risks and impacts of chemicals in a simple and easy to comprehend manner especially to grassroot communities. Furthermore, stakeholder engagement is hampered by sometimes conflicting or inadequate information on the impacts of chemicals.



2.3. Data, Information and knowledge

Monitoring of chemicals and waste is a requirement embedded in several national legal frameworks addressing air, water, soil management, to address their impacts on environment and human health. In addition, Kenya is party to several multilateral environmental agreements, such as the Stockholm, the Basel, and the Rotterdam Conventions, which call for prudent management of chemicals across the entire life cycle, as well as provide for regular monitoring and reporting. The country has made significant progress in data collection for specific chemicals, and waste over the past 5 years. However, key challenges remain in the availability of regular, updated and adequate data to support monitoring and reporting, as well

as informing policy and programming. At the meso and micro level, the data remains largely unavailable, inadequate, or highly technical. There is also a challenge in the capacity to collect, analyze and disseminate critical data on chemicals and waste, specifically emerging policy areas like chemicals in products. The current global trend has shown discoveries of highly toxic chemicals in regular consumer products.

However, there is need for more research to make information readily available to all stakeholders, as well as provide for transparency and accountability within the chemicals and waste sector.



2.4. Public Awareness and Education

The role of public awareness and education in chemical pollution reduction is emphasized in several multilateral environmental agreements e.g. the Basel Convention, Stockholm and Rotterdam Convention, Minamata Convention and the plastic treaty which is currently in negotiation. In Kenya, Environmental Management and Co-Ordination Act (EMCA) emphasizes the need for environmental education programmes to raise awareness about environmental issues, including chemicals and hazardous wastes, and promote sustainable practices round their production, transportation, storage, uses and disposal. The Act requires the dissemination of information related to environmental issues, including chemicals, and policies including reports,

updates and educational materials to keep the public informed.

Awareness and education can promote understanding of risks associated with toxic chemicals and hazardous wastes, as well as the benefits of their sound management. There have been efforts in Kenya to educate the public on safe use and disposal of hazardous chemicals, their impacts on health and environment, as well as the benefit of reducing and ultimately phasing out their use. Examples include public education and awareness on residues of highly hazardous pesticides in crops and potential impacts on human health among others.



CEJAD's Programme Areas



Based on the gaps identified above, CEJAD identified the following programmatic areas to achieve the sound management of chemicals and waste.



3.1. Programme I - Plastic and Waste management

Waste management is a significant environmental challenge rapidly growing in urban areas and cities due to increasing population and the rise in the levels of waste generation. The challenges faced by waste management systems include pollution, the lack of waste segregation, and inadequate infrastructure and resources required for sound management as well as conversion of waste to resource.

In 2022, the global community at the United Nations Environment Assembly (UNEA) adopted a resolution to negotiate an internationally legally binding instrument on plastic pollution, expected to be adopted in 2024. The cited reason for the UNEA resolution was informed by the growing global challenge of plastic pollution including its negative impacts on human health and environment, including the marine environment.

Plastics may contain toxic compounds that have been associated with cancer, immune system and reproductive system dysfunction, diminished cognitive function, developmental delays, and other grave health issues. There is evidence to show that major health issues are already emerging from chemical exposure from plastics across the lifecycle. [1]

Downstream, waste management is dominated by informal waste workers. Despite their

contributions to waste management, their working conditions are characterized by poor sanitation, inadequate protective equipment, low wages and exposure to toxic chemicals. They are equally often left out in decision making spaces and informal waste actors are inadequately represented in the decision-making space.

Zero Waste Systems is a comprehensive waste management approach that prioritizes waste reduction and material recovery, with the goal of creating a circular economy. Zero waste plan includes interventions to increase recycling, promote reuse systems, ban or redesign problematic products and packaging and integrate the informal and formal waste workers as key partners.

CEJADs working program therefore seeks to support the formalization of waste pickers to advocate for their rights and for a just transition in the policy making spaces. Moreover, CEJAD works to promote Zero Waste Systems that eliminate unsustainable waste management practices such as open burning and divert organic waste, responsible for methane emissions, from landfills.



3.2. Programme II – Mercury elimination

Mercury is one of the top ten chemicals of health concern. Mercury commonly affects the brain, gastrointestinal and renal organ systems. Poisoning can result from mercury vapour inhalation, ingestion of contaminated fish or food, mercury injection, and mercury absorption through the skin. Mercury is used in artisanal and small-scale mining and in products such as dental amalgam, cosmetics, lighting, batteries, and measuring devices like thermometers.

The Minamata Convention, under Article 7 stipulates that each Party with artisanal and small-scale gold mining and processing within its territory shall take steps to reduce, and where feasible eliminate, the use of mercury and mercury compounds in, and the emissions and releases to the environment. Kenya developed a National Action Plan (NAP) in 2022 for Artisanal and Small-Scale Gold Mining, as provided for under Article 7 of the convention which prioritizes formalization, elimination of worst practices by promoting access to mercury-free technologies,

managing trade and preventing diversion of mercury and mercury compounds in the ASGM.

Additionally, Article 4 Part I of the convention states that each party shall not allow, by taking appropriate measures, the manufacture, import or export of mercury-added products. Part II calls for the phase-down of dental amalgam. Kenya has ratified the convention and has banned mercury-added cosmetics. This programme is informed by the need to achieve the above priorities and

phase out mercury-added products including dental amalgam.

On dental Amalgam, CEJAD coordinates different interventions in countries within east and southern Africa, under the World Alliance for Mercury-free Dentistry. The organization has also undertaken studies on mercury-added products and available alternatives in the market, to inform policy interventions, working closely with its partners under the Zero Mercury Working Group.



3.3. Programme III – Lead Elimination

Lead is one of the heavy toxic metals whose widespread use has resulted in environmental contamination and human exposure in many parts of the world. Lead is a potent neurotoxin with no safe level of exposure, and lead poisoning can cause severe brain damage, resulting in reduced intelligence quotient (IQ), behavioral changes such as reduced attention span, increased antisocial behavior, reduced educational attainment, and posing the risk of reduced future productivity especially on children. Lead exposure commonly happens from lead-based paint, ingestion of lead-contaminated dust in older buildings, water (from leaded pipes) and spices.

Other avenues of exposure include inhalation of lead particles generated by burning materials containing lead, for example during smelting, recycling, stripping leaded paint, lead-containing

cosmetics, children's toys, lead glazed ceramic ware and plastic cables containing lead.

Some of the national and global frameworks relevant in eradication of lead in paints include the EAC and Kenya standards on paints, Basel convention and the Global Framework on Chemicals (GFC). The Kenya Standards declared the maximum permissible content of total lead based on dry weight. These standards therefore effectively prohibit the sale and use of paints that contain lead chromates pigments as intentional ingredients in Kenya.

Recognizing the dangers posed by exposure to lead, CEJAD mobilizes action with the aim of eliminating lead in paint through research, advocating for policies lead exposure to lead and creating awareness to the public.



3.4. Highly Hazardous Pesticides (HHPs) elimination

HHPs are pesticides that are acknowledged to present particularly high levels of acute or chronic hazards to health or environment according to internationally accepted classification systems such as the World Health Organization (WHO) or the Globally Harmonized System of Classification and Labelling of Chemicals (GHS) or their listing in relevant binding international agreements or conventions. In addition, pesticides that appear to cause severe or irreversible harm to health or the environment under conditions of use in a country may be and treated as highly hazardous.

Only a small proportion of pesticides registered in low- and middle-income countries (LMICs) are considered as HHPs but are causing disproportionate harm to human health and the environment. Despite their harmful effects HHPs continue to be widely in use, especially in low- and

middle-income countries. This is attributed to low awareness on their risks, inadequate information on and access to safer alternatives.

The health and environmental impacts of HHPs have received global attention. The Global Framework on Chemicals calls for the phase out of HHPs by 2035 and promotion of sustainable and safer alternatives. It also calls for regulation of the export of banned chemicals, including pesticides. Being a public health concern, the World Health Assembly also called for regulation of HHPs. The Kunming Montreal Global Biodiversity Framework further commits to reduce the use of highly hazardous chemicals, including HHPs. In Kenya, pesticides are regulated by the Pests Control Products Act which does not specifically address HHPs.

CEJAD has undertaken studies, including through community-based monitoring to identify HHPs and their impacts, particularly in vulnerable communities; contributed to public review of registered pesticides for re-evaluation and conducted awareness programs on the risk of

HHPs and safer alternatives. Lastly, CEJAD has supported regional harmonization efforts to address HHPs in East and Southern Africa and influenced international policy processes on chemicals.



3.5. Programme V - Ozone and Climate

The Montreal protocol on ODS was enacted in 1987 with the objective to cut down the production and consumption of ODSs, to reduce their presence in the atmosphere and thus protect the Earth's ozone layer. Kenya ratified the Protocol in 1988.

Ozone layer depletion causes increased UV radiation levels at the Earth's surface, which is damaging to human health, and has been associated with various forms of skin cancer. ODSs are substances that are commonly used in products such as refrigerators, air conditioners, fire extinguishers, and aerosols.

In 2016 Kigali Amendment to the Protocol was adopted to phase down consumption and production of HFCs with Kenya ratifying it in 2023. The amendment introduces the convergence between the ozone and climate change.

Climate change is driven by increased emission of greenhouse gases, such as carbon dioxide, methane, Nitrous oxides and fluorinated gases. This has increased the need for heating and

cooling thus driving the energy demand, further exacerbating the problem of emissions. In terms of energy efficiency, there has been an increased effort to address the demand side by investing in energy efficient appliances that are both ozone and climate friendly.

CEJAD acknowledges that if not well managed, the ODS will continue to be harmful to the ozone layer and climate. The programme aims to strengthen commitment to reduce HFCs by accelerating the Kigali Amendment, enhancing implementation and compliance by improving monitoring, reporting, verification and enforcement mechanisms, raising awareness on the impact of ODS and HFC Emissions, decreasing emissions of ODS and HFCs by addressing leaks from existing banks while promoting a lifecycle approach to refrigerant management. These will be achieved through research, policy influence and stakeholder engagements with the ultimate goal of phasing out ozone depleting substances and reducing HFCs emissions.

SWOT Analysis



Guided by the situation analysis CEJAD undertook a SWOT analysis to inform its programming in five years.



Strength

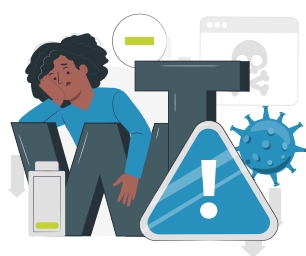
CEJAD has over the years build its core competence in the field of chemicals and waste. The staffing structure and personnel comprises of quality and committed human resource with in-depth understanding of policy, legal and institutional frameworks for the management chemicals and waste. The organization has established functional and reliable networks at International, regional, national and grassroots levels. The networks, good will, and reputable track record has translated to successful resource mobilization, design and execution of different interventions towards sound management of chemicals and waste.



Opportunities

CEJAD has been part of the changes and transformations within the International, regional and national governance on sound management of chemicals and waste. We have been part of the development of new policy instruments like Global frameworks on Chemicals, the ongoing negotiations of an international legally binding treaty on Plastics, Conference of parties to the Basel, Rotterdam, Stockholm Conventions and Minamata conventions among others. These instruments will shape interventions in the chemicals and waste sector for the next decade. By being part of the processes CEJAD can leverage on the opportunities provided within the means of implementation to design and implement new projects in the region.

We have further identified opportunities to optimize the resources (human, financial, technical) within CEJAD. This will enhance productivity and efficiency. To this end, CEJAD reassess its internal structures, and adjust as may be required, to further increase efficiency and productivity of resources to achieve greater impact.



Weakness and Threats

CEJAD acknowledges the growing interest and attention on chemicals and waste globally and locally. We further acknowledge that such interest may provide an environment for duplication of efforts, proliferation of false solutions and fatigue among the beneficiary communities. To this end, there is need for careful evaluation and vet partnership opportunities, intervention designs to ensure that the organization remains objective in serving its target constituents.

Strategic Framework

In the next 5 years, CEJAD's strategic direction for the period 2024-2028 will be guided by the following Vision, Mission, and Core Values.



Vision

A just and sustainable society free of toxic chemicals and waste.



Mission

To promote sound management of chemicals and waste for better human health and environment.



Core Values

1. **Stewardship:** safeguarding resources throughout the programme cycle
2. **Team spirit and teamwork:** productively working together within and between programs and functions
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4. **Transparency and accountability:** clarity and explanation of the work of CEJAD to stakeholders and partners

Strategic Goals



CEJAD has significant experience and currently has programmes in specific environmental pollution areas, ozone and climate action. In pollution, CEJAD is promoting the sound management of chemical and wastes namely halting spread of toxic chemicals (mercury and lead), plastic and waste management and phase out of HHPs.

Across these programs, CEJAD is engaging in the dialogue, developing and implementing strategic programs at; global, regional, national and grassroots' level.

Furthermore, research for evidence generation as well as monitoring and evaluation is a major focus to enhance accountability and learning.

All these efforts will be anchored around strengthening and mainstreaming partnerships, advocacy as well as Gender, Equity and Inclusion (GEI).

Three strategic goals are envisaged to be pursued as follows:



Strategic Goal 1: Protection of Human health and the environment from harms caused by toxic chemicals, waste and ozone depleting substances

To achieve this goal, the organization will implement the following main programs.

- | | |
|----------------------------------|--|
| i. Plastic and waste management | iv. Highly hazardous pesticides (HHPs) |
| ii. Elimination of lead in paint | v. Ozone and climate |
| iii. Mercury elimination | |



Strategic Goal 2: Increasing efficiency and effectiveness of CEJAD

To achieve this goal, the organization will undertake the following.

- | | |
|--|---------------------------------------|
| i. Staffing and organizational development | iii. Compliance (statutory and donor) |
| ii. Resource mobilization | |



Strategic Goal 3: Using Knowledge and evidence are to track the organizational impact

The following will undertake the following to achieve this goal.

- | |
|---|
| i. Mainstreaming of MEAL across all programs within CEJAD |
|---|

Theory of Change

Based on articulation of the past and present as well as reflections for the future in terms of visioning and goal setting, CEJAD adopts a theory of change seeking to guide in the realization of the stated vision “A just and sustainable society free of toxic chemicals and wastes”.

The organization will achieve this vision through promotion of sustainable chemical and waste management. For proper chemical and waste management geared towards the achievement of a just and sustainable society, the four-pronged approach of research, strategic grassroots engagement, awareness raising and policy dialogue at national, regional and global levels will continue to be deployed.

Advocacy work within the mandate of CEJAD needs partners across the national, regional and

global levels. In this regard, the goodwill and relative advantage of the organization in these three levels will be strengthened towards achieving the stated vision and mission. The impact at these three levels will be realized through implementation of robust monitoring, evaluation, accountability and learning (MEAL) systems.

A pictorial representation of this theory of change is as follows (figure 1):

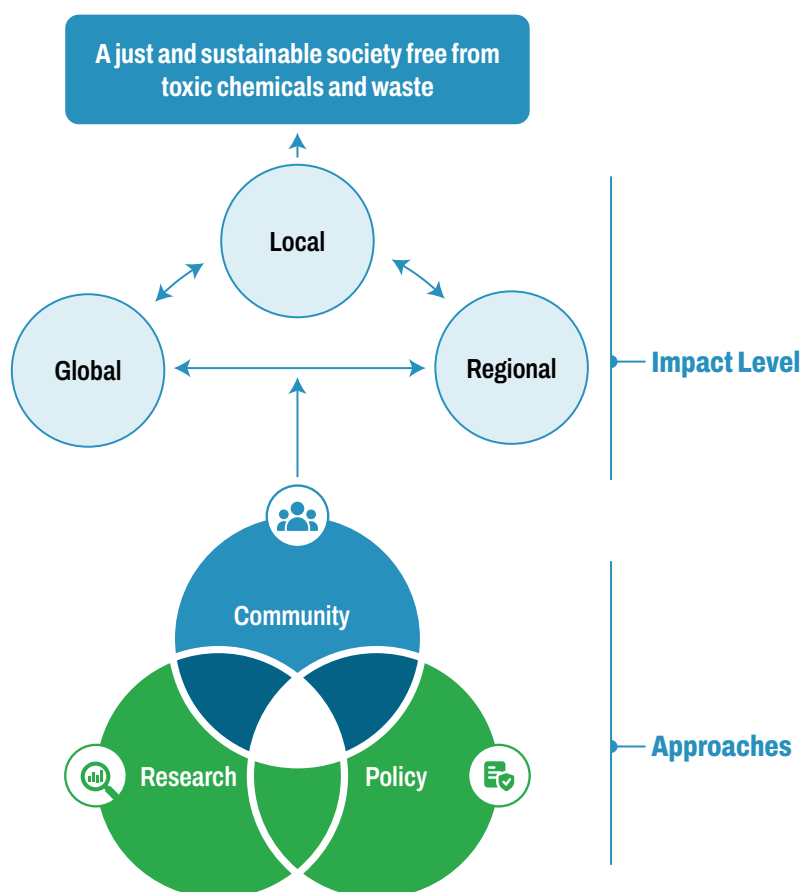


Figure 1: Theory of change

Source: CEJAD (2024)

Goals, Strategies and Activities



In line with the theory of change and for each of the three goals and the five programs, the following objectives, strategies and activities have been identified alongside results indicators as follows:

Strategic Goal

01



Protection of Human health and the environment from harms caused by toxic chemicals, waste and ozone depleting substances

Programme 1: Plastic and Waste Management

Objective:

To reduce pollution and promote sustainable waste management practices

Strategies	Activities
Research on chemicals of concern and waste management practices Indicator: Number of published reports on Chemicals in concern and relevance of research findings to the programme	<ul style="list-style-type: none"> • Undertake studies on chemicals of concern and waste management practices • Disseminate the information and data from the research studies to key stakeholders
Advocate and influence policies and laws that eliminate pollution and promote sustainable waste management practices Indicator: Number of policies in place that target pollution reduction and promote sustainable waste management practices' Extent of CEJAD influence to the policies on plastics and waste management	<ul style="list-style-type: none"> • Review policies on waste management and identify gaps • Strengthen Kenya's position in MEAs related to plastics and waste • Amplify research findings at the national, regional policy levels • Support selected county governments to adopt waste management laws
Enhance multi-stakeholder and inclusive collaboration in sound chemicals and waste management Indicator: Number of multi-stakeholder forums hosted, and technical working groups supported on management of chemicals and waste	<ul style="list-style-type: none"> • Support/facilitate multi-stakeholder forums to address key issues in chemicals and waste management. • Convene civil society forums to amplify voices of the vulnerable groups including waste pickers in sound chemicals and waste management
Promote best practices and alternative technologies for a toxic free circular economy Indicator: Number of households, counties that have adopted alternative technologies	<ul style="list-style-type: none"> • Pilot zero waste projects • Undertake media engagement and produce informative materials on false solution and zero waste interventions • Train waste pickers on sustainable waste management practices.

Programme 2: Elimination of Lead

Objective:

To eliminate the intentional use/addition of lead in paint

Strategies	Activities
<p>Researching on lead exposure in paints and alternatives</p> <p>Indicator: Number of published reports on lead in paints</p>	<ul style="list-style-type: none"> • Studies on lead in paints found in Kenyan market • Assess the practices of lead chromates importation into the country • Conduct surveys on compliance challenges by companies
<p>Support the strengthening of enforcement of lead in paint standards</p> <p>Indicator: Number surveillance activities conducted by Kenya Bureau of Standards; Number of reported cases of lead in paint</p>	<ul style="list-style-type: none"> • Disseminate study findings on lead in paint • Sensitize stakeholders on the lead paint standards • Engage in technical Committees of KEBS • Promote Eco- Labeling and certification of lead-free paints
<p>Awareness creation on the impacts of lead in paint</p> <p>Indicator: Number of stakeholder groups sensitized; Issues on lead in paint clearly understood</p>	<ul style="list-style-type: none"> • Conduct training for workers in lead in paint industries (painters), school going children, women groups and community health volunteers • Promote the use of lead alternatives in paint manufacturing • Participation in the lead prevention week of action
<p>Collaborate using Multi stakeholder forums on lead in paint</p> <p>Indicator: Number of multi-stakeholder meetings held on lead in paint; Issues addressed during the meetings</p>	<ul style="list-style-type: none"> • Participate in the technical committee on paints • Engage with and support the multistakeholder forums.

Programme 3: Mercury Elimination

Objective:

To reduce the harms caused by mercury on human health and environment and promote safer alternatives

Strategies	Activities
<p>Advocate and influence policies and laws that eliminate Mercury and promote safe and affordable alternatives</p> <p>Indicator: Number of policies and laws eliminating mercury and mercury-added products are in place and being implemented</p>	<ul style="list-style-type: none"> • Review policies and laws on the elimination of mercury and mercury-added products • Incorporate the review findings in advocacy plans • Advocate for adoption of Minamata amendment • Advocate for Adoption of Phase Down/ phaseout plans • Participate in preparation/implementation of National Action plans
<p>Monitor the use and effects of Mercury among vulnerable populations and the environment</p> <p>Indicators: Availability of data on the use and effects of Mercury on vulnerable populations and the environment informing policy;</p>	<ul style="list-style-type: none"> • Monitoring of mercury in environment and human health - mercury in products- mercury load in humans • Develop and disseminate information, education and communication materials • Train and sensitize on the effects of mercury on health and the environment
<p>Awareness creation on the effects of Mercury, Safe use, and available alternatives</p> <p>Indicators: Number of target communities informed about the effects of Mercury on health and the environment; The issues known and being used by communities on alternatives to Mercury</p>	<ul style="list-style-type: none"> • Train and sensitize vulnerable populations on the effects of Mercury and alternatives to Mercury • Sensitize policy and decision-makers on the impacts of Mercury and the need to replace them.
<p>Promote good governance to enhance compliance with environmental and health laws and regulations</p> <p>Indicator: Stakeholders and communities are demanding and or using alternatives; Types of action demanded</p>	<ul style="list-style-type: none"> • Facilitate the establishment and development of miners' associations • Promote self-regulation of the sector to address environment and health challenges
<p>Promotion and piloting for best available technologies and best practices</p> <p>Indicator: Uptake of best available technologies and best practices</p>	<ul style="list-style-type: none"> • Establish pilot demonstrations for best practices and alternatives • Document the lessons learnt and best practices from the pilot projects
<p>Monitor illegal trade in mercury and Mercury added products</p> <p>Indicator: Number of research reports on the impact of mercury, trade and supply informing policy; Issues covered in the reports</p>	<ul style="list-style-type: none"> • Research on supply and trade of mercury and mercury added products • Engage key stakeholders to address illegal trade in mercury and mercury added products

Strategies	Activities
Inform and advise stakeholders on relevant laws and policies Indicator: Extent of stakeholder awareness, implementation and complying with various policies and laws relating to mercury and mercury-added products	<ul style="list-style-type: none"> • Develop and disseminate IEC materials • Mobilize and sensitize stakeholders on laws and policies on mercury and mercury-related products
Promote collaborative work towards alternatives to mercury use Indicators: MOUs on partnerships established Number of mercury-free alternatives are widely available and accessible through a collaborative approach	<ul style="list-style-type: none"> • Support identification and up scaling of safer and affordable alternatives to mercury • Establish partnerships and collaborations to enhance the adoption of safer alternatives to mercury • Engage with various stakeholders including relevant government agencies to phase out Mercury and MAPs and promote alternatives • Convene civil society forums and grassroots communities to advocate for safer alternatives to Mercury

Programme 4: Highly Hazardous Pesticides

Objective

Highly hazardous pesticides are replaced with safer alternatives

Strategies	Activities
Advocate and influence policies and laws that eliminate HHPs and promote safe and affordable alternatives Indicator: Number of policies and laws eliminating HHPs in place; Uptake of safer and affordable alternatives including agro-ecology	<ul style="list-style-type: none"> • Identify HHPs responsible for poisonings on health and environment • Support a case for replacement of HHPs • Review and support formulation of relevant policies and laws to eliminate HHPs • Monitor the import and export of HHPs and exposing unfair pesticide trade practices in Kenya • Inform and sensitize stakeholders on policies relating to HHPs • Participate and engage in international policy spaces to advocate for phase-out of HHPs
Monitor the use and effects of HHPs among vulnerable populations and the environment Indicators: Availability of data on the use and effects of HHPs on vulnerable populations and the environment informing policy; Number of systems for monitoring and reporting pesticide poisoning incidents on health and environment in place	<ul style="list-style-type: none"> • Document the use and incidents of pesticide poisoning to health and the environment • Use the documentation in systems on HHPs

Strategies	Activities
<p>Promote collaborative work towards alternatives to HHPs</p> <p>Indicators: Number of synergies in research for alternatives to HHPs; Number of safe and affordable alternatives to HHPs widely available and accessible</p>	<ul style="list-style-type: none"> • Support identification and up scaling of safer and affordable alternatives • Establish partnerships and collaborations to enhance the adoption of safer alternatives to HHPs • Engage with various stakeholders including relevant government agencies to phase out HHPs and promote alternatives • Convene civil society forums and grassroots communities to advocate for safer alternatives to HHPs • Join and participate in the Global Alliance on HHPs
<p>Awareness creation on the effects of and alternatives to HHPs</p> <p>Indicators: Number of target communities informed about the effects of HHPs on health and the environment; The issues known and being used by communities on alternatives to HHPs</p>	<ul style="list-style-type: none"> • Develop and disseminate awareness materials on the impacts of HHPs, including poisonings and suicides • Train and sensitize vulnerable populations on the effects of HHPs and alternatives to HHPs • Conduct media sensitization on pesticide poisonings, including suicides • Sensitize policy and decision-makers on the impacts of HHPs and the need to replace them.

Programme 5: Ozone and climate

Objective:

Reduced global warming potential by phasing out production and consumption of ODSs

Strategies	Activities
<p>Advocate for measures in policies and laws on elimination of Hydrofluorocarbons (HFCs) and other fluorinated gases</p> <p>Indicator: Number of measures taken for elimination HFCs</p>	<ul style="list-style-type: none"> • Review laws and policies on Ozone Depleting Substances (ODS) and Implementation of Montreal Protocol • Engage relevant stakeholders at the National, Regional and International levels in phasing out ODS • Participate in National, Regional and International Forums under the Montreal Protocol
<p>Monitor instances of illegal ODSs and/or HFC trade</p> <p>Indicator: Cases of illegal trade in ODSs and HFCs identified</p>	<ul style="list-style-type: none"> • Undertake studies on illegal ODS and HFC trade • Disseminate information on illegal trade in ODSs and HFC • Follow up use of the information to influence trade bans on ODSs and HFCs
<p>Awareness creation on the climate impact of HFCs emission and use, as well as other fluorinated greenhouse gases</p> <p>Indicator: Level of awareness on HFCs and their impact</p>	<ul style="list-style-type: none"> • Develop and disseminate information, education and communication materials on the impact of ODS on climate • Sensitize and educate consumers on the impacts of ODS

Strategies	Activities
Collaborate using multi-stakeholder forums in the elimination of ODSs Indicator: Number of forums attended; Issues addressed	<ul style="list-style-type: none"> • Undertake stakeholder mapping in the heating and cooling sector • Engage relevant industry stakeholders, including Refrigeration and air conditioning (RAC) technicians, national trade associations and companies active in the RAC sector
Promoting uptake of natural refrigerants in heating and cooling sectors Indicator: Extent of uptake of natural refrigerants in the RAC sector	<ul style="list-style-type: none"> • Identify and document available refrigeration and air conditioning appliances that operate with natural refrigerants • Training of RAC technicians on the use of natural refrigerants in heating and cooling sectors. • Sensitize and educate consumers and other relevant stakeholders on the benefits of natural refrigerants

Strategic Goal

02



Increasing the efficiency and effectiveness of CEJAD

Objective:

Competent and efficient staff for delivering on the vision and mission of the organization

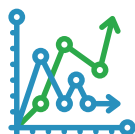
Strategies	Activities
Continuous and needs-based staff capacity development Indicators: No of Trainings undertaken by staff Performance rating scores for staff	<ul style="list-style-type: none"> • Investing in training and mentoring programs to up skill staff. • Peer review and industry best practice in relevant areas of expertise • Identify and exploit opportunities for networking • Participate in internal and external processes in staff performance appraisal • Staff recruitments
Leverage on technology and innovation for productive operations Indicator: Extent of synergies within the programs and departments	<ul style="list-style-type: none"> • Put in place a knowledge and information management system. • Use operations-coordinating platforms to enhance synergies

Objective:**CEJAD has sustainable resource mobilization**

Strategies	Activities
Implement a strategic resource mobilization approach Indicators: A resource mobilization plan; Number of long-term partnerships with donors	<ul style="list-style-type: none">• Develop a donor database• Develop a resource mobilization plan• Diversify sources of resources•
Continuous rationalization of resources through value for money analysis Indicators: Extent of fixed assets verification, inspection and assessment; Level of inventory control and management; frequency of value for money (VfM) review.	<ul style="list-style-type: none">• Implement open procurement processes for maximum efficiency and effectiveness of purchases• Undertake asset verification and tracking• Undertake VfM analysis• Carry out frequent accountability audits

Objective:**Sustained compliance to statutory, social and environmental requirements.**

Strategies	Activities
Employee compliance with all applicable regulations and standards improved Indicators: Level of meeting deadlines; Extent of compliance certification. Level of adherence to set policies.	<ul style="list-style-type: none">• Develop and implement policies on social and environmental issues• Monitor policies and standards
Capacity enhanced on various compliance issues Indicator: Level of capacity for staff on compliance	<ul style="list-style-type: none">• Train staff on policies and emerging statutory regulations.• Monitoring of changes in regulatory frameworks and standards regularized



Using knowledge and evidence for tracking the organizational impacts.

Objectives

Robust and effective MEAL system in place that generate information and knowledge on organizational impact

Strategies

Strengthen MEAL system to undertake learning and ensure the right evidence to inform progress

Indicators: Quality of reports produced;
Extent of impact measurement and tracking

Activities

- Develop a MEAL Plan with case studies and most significant change, and defining KPIs
- Develop standard operation procedures (SOPs) for accountability and learning
- Put in place proper data storage practices
- Train staff on MEAL and KPIs,
- Document impact and best practices
- Plan and carry out routine data quality assessment exercises
- Report and review the MEAL reports
- Undertake sharing of information internally and with stakeholders using various platforms such as conferences, publications, online portals, and social media to share insights and recommendations
- Conduct baseline surveys, mid-term and end-term project evaluations

MEAL is integrated across the organization from Advisory Board to all staff

Indicator: Number of programs using the MEAL system

- Train on MEAL culture and incorporation in programme cycle
- Resource mobilization for MEAL



Organizational Structure



CEJAD has an Advisory Board which provides oversight and governance of the organization. The organization management is led by Executive Director (ED) oversees the day-to-day management of the organization. The ED is assisted by the Deputy Director (DED) who is charge of programmes coordination and management.

Below the ED and DED, are the managers in charge of finance, human resources, monitoring, evaluation and learning and communication. In the program's implementation, there are program officers who are assisted by project officers. The project officers are supported by project assistants. A diagrammatic representation of this proposed structure is as follows (figure 2):



Figure 2: Proposed Organizational Structure

Monitoring, Evaluation, Accountability and Learning (MEAL)

A monitoring, evaluation, accountability and learning section of the strategic plan describes a system which links strategic information obtained from various data collection systems to decisions that contribute towards the improvement of the implementation process.

A MEAL is a vital component of successful project management. This plan outlines key performance indicators, data collection methods, and analysis techniques to track progress and measure effectiveness. The CEJAD will embrace the MEAL plan to facilitate successful implementation of this strategy.

The CEJAD will continue to approach the MEAL process based on the well-established OECD-DAC principles that define the key elements and principles for robust M&E. Based on this, the CEJAD will apply the following six (6) principles of MEAL throughout the strategic plan life cycle:

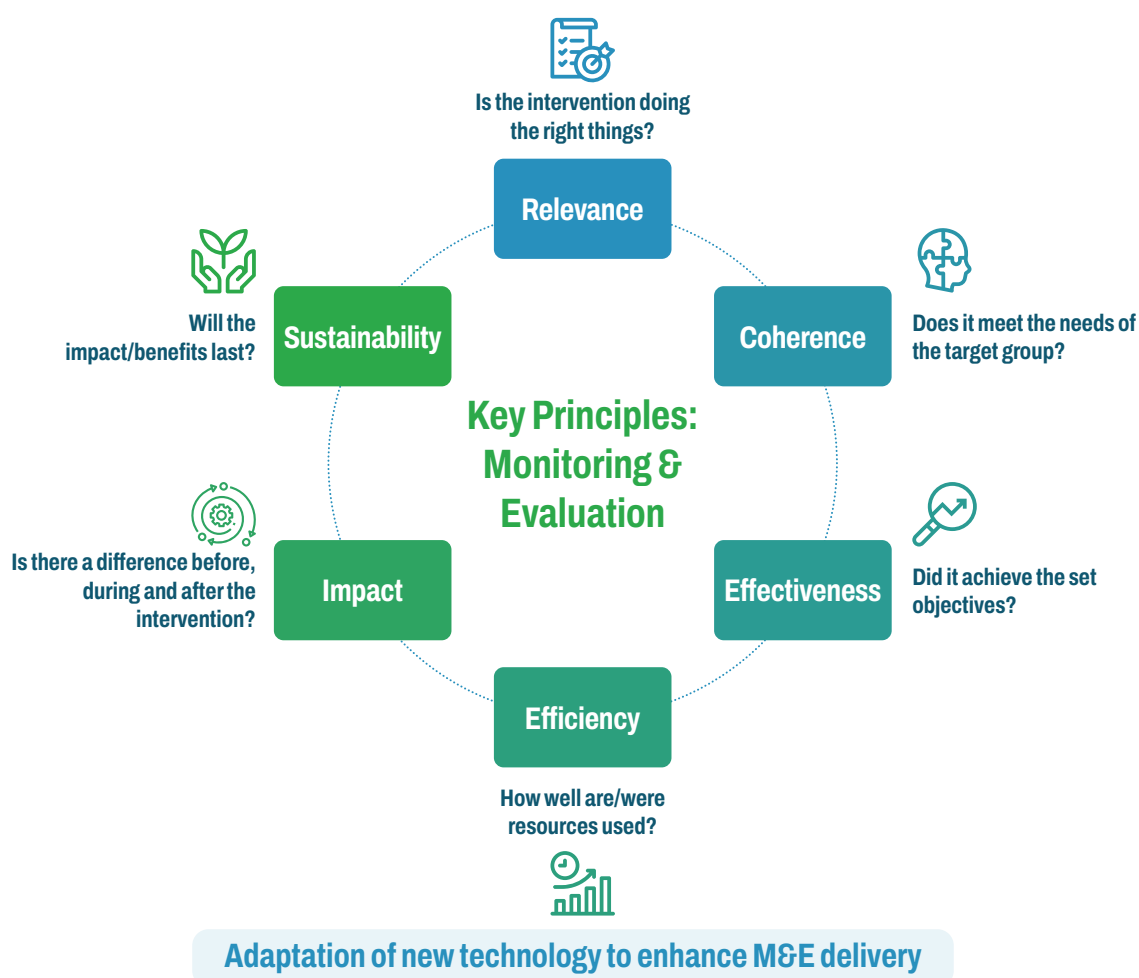


Figure 3: Strategic plan life cycle

This approach to MEAL ensures that all assignments undertaken by consultant will be benchmarked both locally and globally based on acceptable standards and best practices. In

following each of these principles, detailed key questions will be designed to meet the objectives of each assignment during the project life cycle.



Objectives of MEAL:

- Illustrate how CEJAD will measure progress toward/achievements of the three goals and objectives as outlined in the strategic plan
- Establish plans for data collection, analysis, use, and quality assurance
- Outline MEAL roles, responsibilities, and capacity-strengthening strategies
- Strengthen, learning, accountability and the institutional memory for CEJAD

Foundational Components of the MEAL Plan

- Theory of Change
- Logical Frame
- Indicator performance tracking table
- Performance Indicator Reference Sheet

Annual/Routine Monitoring

- Annual Monitoring Plan
- Data Quality Assurance, Management, and Safeguard Plan

Routine Monitoring Plan

- Routine monitoring systems
- Respondent based surveys
- Coordination among consortium members
- Complex indicators
- Description of data collection tools
- Data flow diagram
- Project databases

Data Quality Assurance

- Validity: Measuring what is intended
- Reliability: Data collected using the same methodology gives the same result
- Timeliness: Up-to-date data available when needed
- Precision: Ability to minimize error (due to data collection instruments)
- Integrity: Data free of errors (human or machine)

Data Quality Assessment

- A periodic review of the data collected and reported by the project's MEAL system, including consideration of the adequacy of the data quality assurance plan
- Strategically identify indicators (Possible selection criteria):

- Indicators that are complicated to measure
- Indicators with suspected data quality issues
- Indicators for project areas that are of high importance

Data Management Safeguards

- Strategies to safeguard information confidentiality
- Systems to store/maintain original data files/project records
- Database management (backup)
- Database entry procedures
- Data management protocol
- Security protocol
- Data management coordination across partners

Evaluations

- Baseline
- Mid-term reviews
- End period evaluation
- Inbuilt MEAL activities among the strategies throughout the strategic plan period

Monitoring

1. Results monitoring to track effects and impacts. This combines monitoring with evaluation to determine if the project/programme is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative).
2. Compliance monitoring: compliance with donor regulations and expected results, grant and contract requirements, governmental regulations and laws, and ethical standards.
3. Beneficiary monitoring: It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change.
4. Financial monitoring accounts for costs by input and activity within predefined categories of expenditure. Ensures all projects are implemented according to the budget and time frame.
5. Organizational monitoring to track the sustainability, institutional development and capacity building in the project/programme and with its partners



Resource Mobilization Framework

The funnel approach (Day Seven Group (Pty) Ltd, 2022) is a tool that will assist CEJAD in building a fundraising approach and strategy.

This approach starts with your Donor Value Proposition (DVP) and results in a sustainable fundraising business case and consists of 5 stages (figure 4).

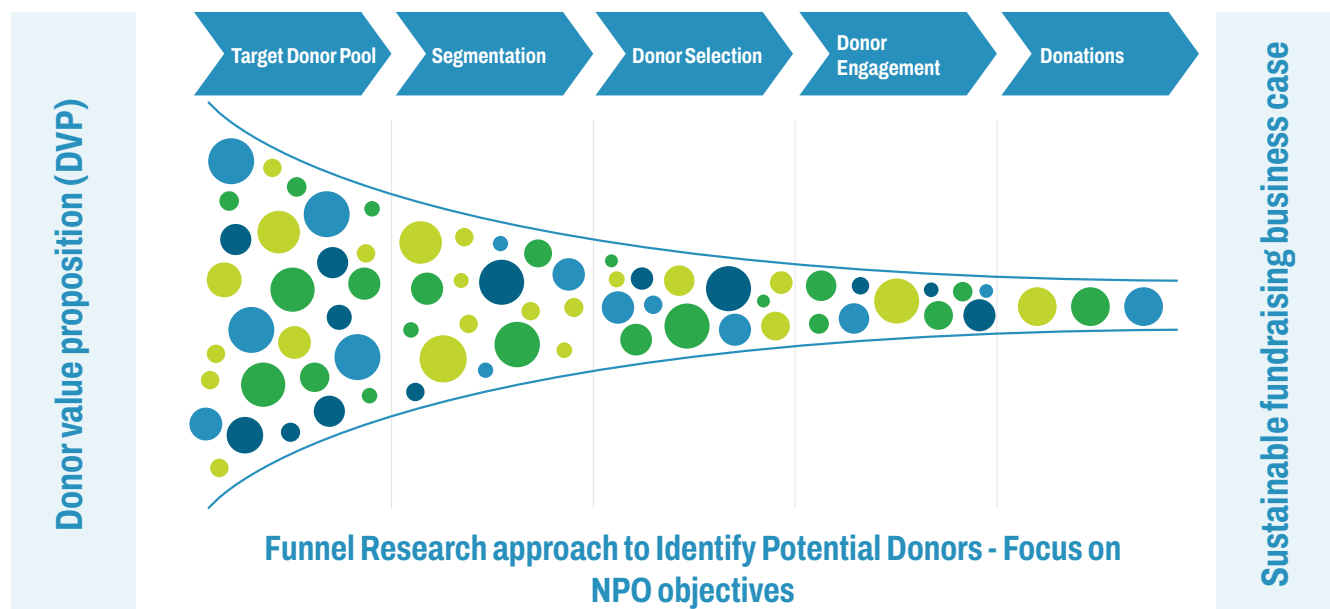


Figure 4: Funnel Approach

Resource mobilization for NPOs is a process, which is now to be followed by CEJAD as a framework for resource mobilization. It commences with the need for donor value proposition, with the end game being sustainable resource mobilization model. The process is composed of five chronological steps namely, target donor pool, segmentation, selection, engagement and donations. Below is a brief description of the steps:

1. Donor target pool: This calls for identification of donors that may be sympathetic and or identify with the mandate of CEJAD.
2. Donor segmentation: It involves classification of targeted donors into classification based on their similarities.
3. Donor selection. In this step, the donors to be targeted by CEJAD are selected from each category.

4. Donor engagement: This calls for formulation of a customized strategy appropriate for each donor identified and actual engagement. While doing so, strategies that will ensure that a donor is developed and maintained are developed and implemented.
5. Donations: This is the final step involves step of the resource mobilization model. It involves actual receipt of actual funds.

The strategies for resource mobilizations aspects are itemized under the section n goals, objectives and strategies, beginning with formulation of a resource mobilization strategy. This will adopt the funnel model identified above.

Implementation planning



For successful implementation of the Strategic Plan, CEJAD will endeavor to:

1. Prepare annual and quarterly work plans of the activities set out in this document focusing on measuring the various indicators

2. Make the Strategic Plan a frequent reference document during for the annual and quarterly work plans
3. Undertake annual review of the extent to which the Strategic Plan is being implemented and adjust the activities accordingly

4. Report to the Advisory Board as per the Strategic Plan goals and objectives. A reporting format will be developed for board meetings as follows:

Goal	Objectives	Status (high-level achievements and challenges) by objective	Required support from the Board

The Board's feedback (to be used for refining implementation) will be appropriately captured.





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