

CIVIL SOCIETY NETWORK ON CLIMATE  
CHANGE (CISONECC) IN MALAWI

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**CISONECC 2012-2016 STRATEGIC PLAN**

## Remarks from the Chairperson

This strategic plan has been developed by Civil Society Network on Climate Change (CISONECC) in Malawi. CISONECC commissioned independent consultants, from MAJESTIC SOLUTIONS to facilitate the process of developing the plan.

We acknowledge the invaluable contribution, support, and guidance that CISONECC Members, rendered throughout the process; as well as the input from representatives of various CISONECC member organisations, relevant stakeholders and institutions that participated in the design, consultations, as well as stakeholders' workshop that formed the basis of this plan.

We thank Ms. Chisimpika Mphande, Interim CISONECC Secretariat Coordinator, who facilitated planning for all activities including coordinating stakeholder assessments and sensitization for the process. The task force that put pieces of situational analysis, stakeholders' consultation workshop up together the final strategic plan, Weston Seyama, Chisimpika Mphande and Khumbo Kamanga, we salute you.

It is our hope and belief that this plan harmonizes the objectives of the Network's member organizations and provides strategic direction for strengthening civil society coordination in influencing policy and practice around climate change and disaster risk management in Malawi.

CISONECC endeavours to increase public image and recognition in critical spheres of both government and society including parliament, general public and the broader civil society. Branding is an important mechanism in enhancing the Network's visibility. This will also be enhanced through the creation of a Logo, a slogan and jingles and employing all avenues that increase the credibility of the network.

To grow as a reputable Network, we must reflect rigorously on our own effectiveness, share our learning with others and provide clear evidence of our contribution to change in the lives of those with whom we work. Therefore, CISONECC, in this strategic planning period, encourages members to share good and not-so-good practice more widely within and outside (where relevant) the network for the purpose of learning.

CISONECC will embark on a new style of public engagement, mass media participation and high-profile advocacy - all done without compromising our integrity. We will achieve the positive public profile we seek by calling a halt to 'business as usual' - the relatively passive approach to engaging with the outside world. The more people know us, the more we will be invited to venues where real decisions are made. The more we get stories in the media, the more chance we have of persuading politician and policy makers into taking action. And the better-known CISONECC is by government, the better chance network has to achieving strategic plan.

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Melton Luhanga

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Date

**Chairperson, Civil society network on climate change (CISONECC) in Malawi**

## **Executive Summary**

The Civil Society Network on Climate Change (CISONECC) was initiated in 2008 to facilitate collaboration and provide policy positions to relevant stakeholders including government and policy makers on climate change and disaster risk reduction (DRR) in the country. CISONECC comprises a diverse range of Local Non Governmental Organizations (LNGOs), International Non Governmental Organizations (INGOs), and Faith Based Organizations (FBOs) as well as Networks and Associations. Civil Society Organizations (CSOs) have a compelling role to play in climate change adaptation, mitigation, policy and advocacy through engagement at various levels with government and society.

Climate change is the first advocacy priority for CISONECC where it will make a special effort to work in a national, network-wide manner, coordinating local, national and international advocacy on climate related issues, accruing to a joint advocacy strategy and positioning. This work will continue up until the end of this strategic period. CISONECC's advocacy work is based on its members' extensive experience and the combined-effort with working with the most vulnerable, with different adaptation, mitigation and disaster risk reduction or preparedness approaches as well as on the members' or network's expertise on UN negotiations through feeding into government positions on climate.

The strategic plan presents the first ever tool for CISONECC to provide coordinated efforts in civil society voice on climate change and disaster risk reduction. The development of this strategic plan followed a consultative process in order to ensure that the plan is in line with the objectives of member organizations and provides strategic direction for strengthening civil society coordination in influencing policy and practice around climate change and disaster risk management in Malawi. The process that involved carrying out consultations with network member organisations and other stakeholders led to the compilation of a situational analysis report. Through a stakeholders' workshop critical issues identified in the situational analysis report were discussed to build consensus on the network's strategic direction.

The planning process identified a number of significant opportunities for climate change initiatives in the country but also corresponding threats to the same. Key opportunities include the significant level of will and interest at various levels of government and society matched with donor commitment to the sector.

As a network, we have access to decision-makers when we speak out on issues of climate change. Our key internal challenge is to see ourselves as a part in a national and global policy-making structure, where channels of influence penetrate the government and civil society barriers. Our potential lies also in our ability to act as a network simultaneously at many fronts towards the key policy-makers in a jointly strategized and coordinated way.

Advocacy will be more effective at the national level when promoted through materials and interventions that enable CISONECC to present itself as a professional, grass-roots based and up-to date network that is united despite its colossal size as a network. CISONECC understands advocacy as having both private and public dimensions. Much of CISONECC advocacy will be achieved through quiet diplomacy and private dialogue, convincing authorities to fulfil their obligations and to protect individuals and groups.

This strategic document presents the opportunity for strengthening civil society coordination in influencing policy and practice around climate change and disaster risk reduction in Malawi. It is, therefore, the network's hope that the strategy will be a guiding operational tool towards achieving network-wide objectives on climate change issues.

### **Acronyms and Abbreviations**

CBNRM	Community Based Natural Resources Management
CBO	Community Based Organization
CCLF	Community Climate and Livelihood Forum
CISONECC	Civil Society Network on Climate Change
CO <sub>2</sub>	Carbon Dioxide
CoP	Conference of Parties
CSO	Civil Society Organization
DFID	Department of International Development
DRR	Disaster Risk Reduction
EAD	Environmental Affairs Department
FBO	Faith Based Organization
GDP	Gross Domestic Product
GHG	Green House Gas
KABPs	Knowledge, Attitudes, Behaviour and Practices
MGDS	Malawi Growth and Development Strategy
NAPA	National Adaptation Programme of Action
NGO	Non Governmental Organization
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNFCCC	United Nations Framework Convention on Climate Change

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## **Introduction**

### **Purpose of the Document and Structure**

This is the Civil Society Network on Climate Change's (CISONECC's) first strategic plan. The plan outlines what the CISONECC members commit to achieving together over the five years from 1<sup>st</sup> January 2012 to 31<sup>st</sup> December 2016. This plan seeks to contribute to the network's vision of developing resilient communities to the impacts of climate change. CISONECC recognises that while some network members have strong capacity on DRR and climate change adaptation, Climate Change Adaptation (CCA) is viewed within the network as an essential component of sustainable development.

While each member organisation will continue to pursue its own organisational mandate, the combined efforts of members will achieve greater impact on key issues by identifying synergies and working with each other in accord with the highest possible standards as well as with our partners, stakeholders, communities, donors and our other supporters.

The development of this strategic plan followed a consultative process in order to ensure that the plan is in line with the objectives of member organizations and provides strategic direction for strengthening civil society coordination in influencing policy and practice around climate change and disaster risk management in Malawi. The process that involved carrying out consultations with network member organisations and other stakeholders led to the compilation of a situational analysis report. CISONECC commissioned independent consultant, Majestic Solutions, to facilitate the development of the Strategic Plan. The consultant undertook consultations and meetings with CISONECC members and key stakeholders. The consultant developed a Situational Analysis Report which was presented at stakeholders' workshop for CISONECC's and its stakeholders' further input. Through a stakeholders' workshop critical issues identified in the situational analysis report were discussed to build consensus on the network's strategic direction. Therefore, the formulation of this five year plan is based on consultation process and meeting with CISONECC members and input from a diverse range of key stakeholders.

The planning process identified a number of significant opportunities for climate change initiatives in the country but also corresponding threats to the same. Key opportunities include the significant level of will and interest at various levels of government and society matched with donor commitment to the sector.

The document has five sections. Section One is the introduction, providing the national context and background to CISONECC. Section Two provides strategic challenges for the organization, both internally and externally as identified and agreed through a consultative process. In Section Three, CISONECC's vision, mission and values are presented. Section Four details the strategic objectives and strategies. These have been provided in tabular format including expected output or outcomes upon implementing the Strategy. Finally, Section five outlines the implementation arrangements, monitoring of implementation and major assumptions that apply to the strategic period.

## National Contextual Analysis

### Brief Country Profile

Malawi is a landlocked country located along the Great East African Rift Valley bordering Zambia, Tanzania and Mozambique with a total population of 13,077, (Malawi Government 2008). According to the Human Development Report 2007/8, 52.4% of its total population lives below the national poverty line<sup>1</sup>, 28% of the population is classified as ultra poor surviving on less than US\$0.26 per day (HDR 2007). Children make up more than half of the poor people in Malawi. Similarly, poor households in general are larger compared to non-poor families. Malawi population remains a rural-based with less than 15% of the population living in urban areas. Agriculture is the main source of livelihood, the biggest employer and the main source of exports (DFID 2009). Since agriculture in Malawi is rain-dependent, the economy is very vulnerable not only to climate variability but also to shocks of commodity prices at international level.

### Climate Related Risks

Climate change continues to create uncertainty and it has been associated with unpredictable rainfalls, late onset of the wet season, shortened period of rainy season, extinction of some natural edible animal and plant species, scarcity of fuel wood, natural disasters, scarcity of clean water and food insecurity among others<sup>2</sup>.

Over the past decades, there has been a general increase in the magnitude and frequency of weather related disasters. The number of people affected and economic losses arising from these disasters has also risen across the world. Like other regions, Southern Africa has experienced an increase in the frequency of disasters such as droughts, floods and cyclones. For instance, the number of cyclones in the Indian Ocean has surpassed the ten-year average of 9.4 cyclones per year. In the 2007–2008 seasons, there were more than 14 tropical cyclones in the Indian Ocean. Due to frequent *El Nino* and *La Nina* effects, the rainfall seasons across the region have been erratic and unpredictable. The drought cycle has been shortened from one in every ten years to more than three per decade. Since 1990, the region has experienced at least three severe droughts in 1992, 2002 and 2005.

### Climate Change and Disaster risk linkages

Repeated and successive shocks trap poor people into a vicious circle of poverty—increasing the degree of vulnerability among the affected population. As the world's climate continues to change at unexpected rates, impacts and risks associated with these changes are yet not fully known. As such climate adaptation and disaster risk reduction will provide both a foundation for actions aiming at increasing resilience and protecting livelihoods. The link between disaster risk reduction and climate change adaptation has to do with the expectation that climate change will cause intense and frequent extremes in climate. The most apparent difference is in the type of hazards in that climate adaptation will only cover and address hazards caused by climate.

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<sup>1</sup> Based on the national poverty line of US\$0.40 per day. However if the international standard of less than US\$1 per day were used more than 85% of the population would be classified as poor.

<sup>2</sup> Martin, J. Women and Climate Change  
[http://worlddevelopment.suite101.com/article.cfm/women\\_and\\_climate\\_change](http://worlddevelopment.suite101.com/article.cfm/women_and_climate_change)

Currently, climate change and disaster risk management are not being implemented or addressed in a comprehensive way. Climate change and disaster risk management being multi-dimensional require strong coordination and collaboration and linking climate change adaptation and disaster risk reduction is a way towards risk reduction and strengthening resilience. In the current Malawi institutional set up, climate change issues are not closely linked to disaster risk reduction

#### **Vulnerabilities linked with climate change and associated factors**

Over the past decade, there has been a general increase in the number of weather related disasters in Malawi while at the same time becoming more unpredictable. For instance, during the period of 1970 – 2006, a total of 40 weather related disasters were recorded, 16 of which occurred after 1990. Similarly, the number of people affected by these disasters has been on the increase as the geographical impact area has expanded. For example, before 2001 only 9 districts were classified as flood prone districts. However, by 2002 more than 16 districts had experienced flooding. By 2006, at least 21 districts had reported flooding (Malawi Government 2009). Similarly, the country experienced severe droughts in 1991/1992, 1999/2000, 2001/2002, and 2004/2005 agricultural seasons. The drought cycle, which used to be ten years, has been drastically reduced.

Malawi has one of the highest numbers of affected people per annum among the developing countries (Malawi Government 2009). It is reported that between 1974 and 2003, more than 25 million people had been affected by disasters, that is, 100,000 people per year. With more than half of the population in Malawi being classified as poor, the difference between poor and non-poor is very small such that a small shock would result into well off people sliding back into the poor category.

Factors that affect people's vulnerabilities linked with agricultural–climate change, environmental degradation; external vulnerabilities linked with trade and debt, economic shocks such as market and price volatility, social and gender vulnerability<sup>3</sup>. Being dependent on rain-fed agriculture, shocks related to drought, floods and food price increase have a huge impact on household food security. Poverty and vulnerability are integrally linked and mutually reinforcing. The poor are forced to exploit environmental resources for survival thereby increasing both the risks and exposure to disasters.

#### **Climate Change Frameworks**

Malawi has developed a of number climate change related policy frameworks, however these have suffered implementation. Malawi is a party to most of the international climate change related frameworks including the UNFCCC, Kyoto Protocol, Montreal Protocol CBD, Hyogo Framework of Action. Within the context of international frameworks and expectations, Malawi developed the Initial National Communication (INC) in 2003, the Second National Communication (SNC) in 2008, and the National Adaptation Programmes of Action (NAPA) in 2006. In addition, Malawi has participated in COPs to find lasting solutions to climate change. This strategy is founded on basic principles articulated in key guiding frameworks for Climate Change Mitigation and Adaptation locally and internationally as described below:

#### ***United Nations Framework Convention on Climate Change***

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<sup>3</sup> Concern Universal vulnerability report

The United Nations Framework Convention on Climate Change (UNFCCC) came into force in 1994 as the first intergovernmental framework aiming to tackle climate change. This treaty ensures that member states work collaboratively in order to develop initiatives that not only reduce negative impacts associated with climate change, but also build capacity to cope with effects of increasing temperatures. The Kyoto Protocol, enforced in 2005, enshrined this commitment in legislation and presented legally binding targets which imposed requirements for ratified member states to reduce green house gas (GHG) emissions. The commitment period for the Kyoto Protocol ends in 2012.

### ***National Adaptation Programme of Action***

The Malawi Government adopted the National Adaptation Programme of Action (NAPA) under the United Nations Framework Convention on Climate Change (UNFCCC) to help identify and implement “immediate and urgent climate change adaptation activities that most effectively reduce the risks that a changing climate poses to sustainable development in a short term implementation<sup>4</sup>”. The NAPA identifies five priority activities, which include: improving community resilience, restoring forests, improving agricultural production, improving preparedness and improving climate monitoring. These activities come under eight priority sectors that are identified under the NAPA namely: (1) Agriculture, (2) Energy, (3) Forestry, (4) Water, (5) Fishery, (6) Gender, (7) Human health and (8) Wildlife.

### ***Other guiding instruments***

Other climate related policies, legislations and frameworks in Malawi that guided CISONCEC strategy development included but not limited to (a) Draft National Disaster Risk Reduction Framework, 2010 – 2015, (b) Environmental Management Act, 1996, (c) Environmental Outlook Reports, (d) Framework for Management of Climate Change Activities in Malawi, (e) Malawi Growth and Development Strategy (MGDS) (f) Malawi Vulnerability Assessment Committee (MVAC) Documents, (g) National Environment Policy 2004, (h) National Water Policy, 2005 and Water Resources Act, 1969

### **Background to Civil Society Network on Climate Change**

The Civil Society Network on Climate Change (CISONCEC) was initiated in 2008 to facilitate collaboration and provide policy positions to relevant stakeholders including government and policy makers on climate change and disaster risk reduction (DRR) in the country. CISONCEC comprises a diverse range of Local Non Governmental Organizations (LNGOs), International Non Governmental Organizations (INGOs), and Faith Based Organizations (FBOs) as well as Networks and Associations. Civil Society Organizations (CSOs) have a compelling role to play in climate change adaptation, mitigation, policy and advocacy through engagement at various levels with government and society.

Climate change is the first advocacy priority for CISONCEC where it makes a special effort to work in a national, network-wide manner, coordinating local, national and international advocacy on climate related issues, accruing to a joint advocacy strategy and positioning. This work will continue up until the end of this strategic period. CISONCEC’s advocacy work is based on its members’ extensive experience and the combined-effort with working with the most vulnerable, with different adaptation, mitigation and disaster risk reduction or preparedness approaches as well as on the members’ or network’s expertise on UN

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<sup>4</sup> *Malawi’s National Adaptation Programmes of Action (NAPA), 2007*

negotiations through feeding into government positions on climate. CISONNECC positions itself to lobby and advocate for effective policies and programmes related to climate change by engaging with the government as well as other national and international agencies.

CISONNECC members supports the communities they work with to voice their concerns with regard to climate change in national or local level processes to define priorities for climate strategies. The network members liaise with other Civil Society Organisations' networks engaged in climate related or linked disciplines. CISONNECC works together with other actors to advocate the UN negotiations towards country government. CISONNECC will engage in global and national media work, coordinated with advocacy events and priorities.

CISONNECC's quality embraces a number of dimensions including: good organisational governance in terms of leadership and stewardship; a participatory and gender sensitive work approach; building people's confidence, competence and capacity; and timely and informative narrative and financial reporting. CISONNECC understands high quality as a learning and peer process, which allows its members to learn from each other and to make them accountable to each other and to communities with whom they work.

CISONNECC's work is based on the unique legitimacy it has as a network of Civil Society Organisations, using a moral and ethical voice that resonates when we speak out on issues of climate injustice. The network's key role in society is to coordinate civil society voices on climate change policy issues. As a member-based organization, CISONNECC strengths emanate from a strong and viable membership base as well as linkages with relevant stakeholders and institutions.

CISONNECC will promote and coordinate networking amongst its membership as well as collaboration at various levels of government society including communities locally, regionally and internationally. CISONNECC will implement strategies that enhance the network and its membership's strengths, maximize utilization of available opportunities while minimizing the impact of inherent risks and weaknesses.

CISONNECC undertakes to build the capacity of civil society organizations on climate change and disaster risk reduction (DRR) issues including mitigation, adaptation, technology transfer, and international negotiations through formal as well as virtual initiatives.

CISONNECC will pursue initiatives aimed at enhancing knowledge, attitudes, behaviours and practices (KABPs) that would help to influence programming to build resilient and adaptive communities. CISONNECC will emerge as a national resource on climate change and disaster risk reduction (DRR) policies and practices among practitioners, general public, researchers, scholars, government and civil society in the country and beyond.

In line with Article 6 of the UNFCCC, CISONNECC will pursue public education and awareness programmes in order to increase its relevance to both policy and practice. This will enhance the Network's public image and recognition in critical spheres of government and society including parliament, general public and the broader civil society.

CISONNECC realises that it has limited sources of funds as compared to its scope of work. Key resources for the network's activities are from development partners and membership fees. It is anticipated that funds from these sources will contribute significantly to the implementation of this strategy. However, the Network will continue to build a diverse and sustainable resource base. The Network will strive for sound management of resources. It will enhance its capacity, credibility, image and visibility to attract resources through effective communication, negotiation and coordination with donors and among members and partners.

### ***The Network Structure***

#### ***The CISONNECC Board***

The CISONNECC will have a Board (Chairperson) who is entrusted to protect and defend the interest of network members and broader society as a Chief spokesperson of the network on matters of policy. The Chairperson, who will be signatory to audit accounts, will convene and preside over meetings and ensure the constitution is respected.

#### ***The CISONNECC Secretariat***

Key roles of the CISONNECC Secretariat are to uphold the network's constitution and code of conduct; provide proper coordination. The Secretariat will ensure respect for member autonomy. The Secretariat will refrain from any activities that may undermine or prejudice the image or interest of the network. It will play a role in negotiating, agreeing and contracting with donors and partners on behalf of the network.

The network Secretariat gives form to and supervises media identity and promotion of the network. It executes decisions and ensures implementation, takes a lead in building strategies. It takes care of network's assets. It is responsible for undertaking the vision, mission and goals expressed in the CISONNECC constitution.

#### ***The Chairing Agency***

A chairing agency which is an organisation elected from within the CISONNECC membership is responsible for the technical aspects of chairing which amongst other things includes presiding over CISONNECC meetings and overseeing activities by the secretariat.

#### ***CISONNECC Member Organizations***

CISONNECC members are expected to perform awarded jobs and assignments that relate to work and activities of the network conscientiously and in a responsible manner, act in an accountable and responsible manner in the best interest of the network. This includes safe guarding the intellectual property of the network and upholds the network code of conduct.

#### ***Partnership and Collaboration***

Government and its machinery will be the main collaborative body that CISONNECC will engage with. As regard to current implementation structure in Malawi, issues of Climate Change transcend various levels of government and society, as such, government as a key stakeholder of public interest and resources is critical in the drive towards mitigation and adaptation. Activities on climate change occur across a number of Ministries and/or Departments including Development Planning and Cooperation, Environmental Affairs, Agriculture, Climate Change and Meteorological Services. However with frequent realignment of government ministries, responsibilities tend to be scattered.

Forming alliance with other relevant networks both at national and international levels will be key. CISONNECC will link the local, national and regional issues and interests to the international level. CISONNECC recognises that in a global village, lives are increasingly interlinked and change involves those with power, wealth and influence who control and use more than their share of resources, the media, those we share common interests and those most adversely affected by oppressive structures and systems.

## Strategic challenges for the Network

**Table 1: Organizational Strengths, Weaknesses, Opportunities and Threats**

Internal Factors	
Strengths	Weaknesses
<p>(a) <b>Rich membership base:</b> The rich diversity of expertise allows cross-fertilization of strategies or synergies</p> <p>(b) <b>Membership commitment and support:</b> CSO keen interest in pursuing climate change issues. There is global level attention to support climate change initiatives.</p> <p>(c) <b>Well spelt out guiding instruments:</b> The Network's guiding instruments in place including the constitution and code of conduct are critical in ensuring harmony within the membership and in setting network priorities</p> <p>(d) <b>Rotational secretariat:</b> Maintains sense of ownership and provides a good chance of CISONNECC to continue operating as a network.</p>	<p>(a) <b>Lack of public image, visibility and recognition:</b> CISONNECC is to raise its image within critical circles of stakeholders including government, parliament and the general public. CISONNECC operates from a member institution raising fears for loss of identity and simply mirror the operations of the hosting institution.</p> <p>(b) <b>Need for established resource-base:</b> The Network's resources are largely mobilized through time-to-time donor and member contributions. This practice runs the risk of failure to sustain planned work.</p>

External Factors	
Opportunities	Threats
<p>(a) <b>Lack of clear climate change legislation at national level:</b> Lack of clear and specific policy on Climate Change necessitates a more coordinated framework to assist Malawi in responding and adapting to Climate Change threats. This presents opportunities for CISONNECC to lead the efforts in harmonizing various policies into the country's Climate Change framework.</p> <p>(b) <b>Donor, political and public interest and will:</b> Willingness to support Climate Change initiatives in a coherent and coordinated way both locally and internationally.</p> <p>(c) <b>Networking and coordination:</b> CISONNECC to take the lead in fostering, supporting, learning and exploiting opportunities from comparable institutions locally, regionally and internationally.</p> <p>(d) <b>National resource on climate change issues:</b> Climate Change issues are scattered across various institutions and organizations. The network brings synergy amongst various players including NGOs, government agencies and donors. This enhances CISONNECC opportunities to emerge as a one stop resource for knowledge and practices in the sector.</p> <p>(e) <b>Piloting and advocacy:</b> Members' practical experience positions it as the "Centre of Excellence" for demonstrating innovative climate change mitigation and adaptation technologies and clean mechanisms in the country and beyond.</p> <p>(f) <b>Diversity of members:</b> This is a major asset in the network as members operate at different levels</p>	<p>(a) <b>Government Institutional arrangements:</b> Multi-sectoral nature of Climate change issues requires coordination by a central body. With various ministries housing climate change agenda, there is lack of clarity in terms of specific roles for each player.</p> <p>(b) <b>Coordination versus implementation:</b> The network's constitution clearly stipulates that "Where CISONNECC Secretariat and a member or two members plan to or undertake similar programmes, the parties shall coordinate their activities so as to maximize resources and output. The party with comparative advantage and track record shall take the lead". This is a delicate arrangement and has been the bone of contention in most Networks resulting into various conflicts. This also applies to positioning of the network to coordinate versus implementing through member organisations</p>

## **CISONECC's Vision and Mission**

### **Vision Statement**

Building resilient communities and eco systems to the impacts of climate change

### **Mission Statement**

To provide a platform for engagement between government and CSOs on climate change and related fields for improved adaptation and mitigation to climate change impacts

### **Organisational Values**

#### **Transparency and Accountability**

CISONECC shall at all times promote transparency and accountability so as to remain credible in its work.

#### **Non-partisan**

CISONECC's shall be non-partisan to ensure it mainstreams economic, political, social, cultural and analyses in order to remain locally responsive and globally relevant.

#### **Continuous learning**

Recognizing that the network is working in a fast changing environment CISONECC, learning will be important to enable the network adjust to changes with a focus to achieving its mandate. CISONECC will adhere to its value of listening and learning.

#### **Partnership**

CISONECC believes in cooperation both at national, regional and international level and shall therefore cultivate and strengthen ties with like-minded institutions in order to complement our respective roles and skills.

## **Strategic objectives and strategies**

The network strategy will be implemented with a focus on four priority areas:

1. Policy research and advocacy
2. Capacity building and information management
3. Fundraising and resource mobilization
4. Networking, coordination and collaboration

**Table 2: Strategic Objectives and Strategies for the 2012-2016 Strategic Plan:**

Focus Area	Expected Results	Strategies	Outcomes
<b>1. Policy Research and Advocacy</b>  <b>Objective:</b> To analyse, document and lobby for intervention measures that build resilient communities to climate change in Malawi	<p>(a) To identify spaces and opportunities for policy engagement, influencing and bridging policy gaps to support climate change adaptation</p> <p>(b) Lobby government to institutionalise adaptation and mitigation measures</p> <p>(c) Influence the positions to and participation in international climate change dialogues</p>	<p>(a) Action research and dissemination through peer reviewed publications</p> <p>(b) Mobilise, lobby and influence stakeholders</p> <p>(c) Sectoral policy mapping and profiling</p> <p>(d) Media features, articles and programmes including websites</p> <p>(e) Public debates, seminars and lectures</p> <p>(f) Climate change hearings</p>	<p>-Feasible adaptation and mitigation options to decision makers and planners for adoption in national policies and programmes</p> <p>-Capacity to use information about climate change and variability to effect change in relevant policies enhanced.</p>
<b>2. Capacity building and information management</b>  <b>Objective:</b> To enhance knowledge on climate change of CISONNECC members, public	<p>(a) To improve understanding of current and potential future vulnerability and risks related to climate change and variability as well as disaster risks</p> <p>(b) To enhance capacity to plan adaptation and risk reduction strategies</p> <p>(c) To develop and exchange educational and public awareness material on climate change and its effects</p> <p>(d) To promote public participation in addressing climate change and its effects and developing adequate responses; and</p>	<p>(a) Training workshops, seminars etc.</p> <p>(b) Local and international exchange programmes and study tours</p> <p>(c) Climate change literature distribution</p> <p>(d) Regular documentation of case stories, good practices, literature including posters and fliers</p> <p>(e) newsletter and active website</p> <p>(f) Climate change conferences, open days and commemoration</p> <p>(g) Media features, articles, press releases, documentaries and programmes</p> <p>(h) Climate Change Campaigns</p>	<p>-Enhanced awareness of climatic hazards raised and recognition of the need to adapt increased.</p> <p>-Knowledge, skills and activities that assist in reducing vulnerability and increasing capacity to adapt to climate risks acquired by community members and stakeholders.</p> <p>-Enhanced public participation in addressing climate change</p>
<b>3. Fundraising and resource mobilization</b>	<p>(a) To carry out existing work and undertake new initiatives</p> <p>(b) To develop, maintain and</p>	<p>(a) Donor mapping</p> <p>(b) Proposal development</p>	<p>-CSONECC Programmes supported</p>

CIVIL SOCIETY NETWORK ON CLIMATE CHANGE (CISONECC) IN MALAWI JANUARY 2012-DECEMBER 2016 STRATEGIC PLAN

<p><b>Objective:</b> To mobilize adequate resources (human, financial) for Network activities and other activities that may require Network intervention.</p>	<p>increase linkages with individuals, government agencies, private organizations other funding organizations and communities</p>	<p>(c) Develop climate change volunteering services programme</p> <p>(d) Influence development of Corporate Social Responsibility (CSR) Policies for Climate Change in Malawi</p>	
<p><b>4. Networking, coordination and collaboration</b></p> <p><b>Objective:</b> To promote collaboration with like-minded stakeholders and institutions at national/ international levels in order to enhance and promote effective response to climate change.</p>	<p>(e) To provide a viable platform for climate change and DRR for implementers, the general public, researchers and/or scholars, government and civil society</p> <p>(a) To hold regular meetings and sharing of information including exchanging, compiling, processing and disseminating information related to climate change in the Malawian context through an active web site, e-mails, forums, publications, media, and resource centres.</p>	<p>a. Coordination meetings engagements, seminars and workshops</p> <p>b. Membership directory and profiles</p> <p>c. Participation in local, regional and international climate change and related events</p> <p>d. Representation of CS at national climate change at national and international CC forums</p> <p>e. Websites and mailing lists</p>	<p>-Active web site, branded publications</p> <p>-Strong linkages and partnership with local, regional and national civil society organizations, networks, federations and groups</p>

## Monitoring of Implementation

### Implementation of the Plan

Successful implementation of this strategic plan will place CISONECC in a strong position to become a reputable, more effective, and influential national and international player in the fight against climate impacts and injustice. It will require the collective efforts of all CISONECC members, working together in culture of trust and mutual accountability.

Each year, the CISONECC Secretariat will take lead in developing and implementing an operational plan addressing the benchmarks outlined in the Strategic Plan. It is envisaged that this network-wide strategy will also inspire the individual strategies of network member organisations. As a network, we have access to decision-makers and are often expected to bring a moral and ethical voice, a potential which we will use with humility and professionalism when we speak out on issues of climate change. Our key internal challenge is to see ourselves as a part in a national and global policy-making structure, where channels of influence penetrate the government and civil society barriers.

Our potential lies also in our ability to act as a network simultaneously at many fronts towards the key policy-makers in a jointly strategized and coordinated way. A best case scenario is when all members **work together in their respective areas on agreed priority advocacy issues, jointly influencing relevant decision-makers and knowing that the rest of the Network will support them on national level if necessary.** In this scenario, the member organisations are also committed to and have the capacity to take on advocacy responsibilities on other issues of the network.

Advocacy will be more effective at the national level when promoted through materials and interventions that enable CISONECC to present itself as a professional, grass-roots based and up-to date network that is united despite its colossal size as a network. Its views are taken into account better, when it is known to the target groups by its quality and professional work, as well as, by its main spokespersons and supporters. To facilitate preparatory and coordination work for a timely and informed advocacy process on a national level, targeting simultaneously local, national, regional and international actors, internal communications that will enable two-way communication between and among its members, will be key. Innovative and creative CISONECC communications campaigns will be fundamental in its advocacy strategy.

CISONECC understands advocacy as having both private and public dimensions. Much of CISONECC advocacy will be achieved through quiet diplomacy and private dialogue, convincing authorities to fulfil their obligations and to protect individuals and groups. At times, it seeks to influence selected people, bodies that have the capacity to influence the authorities to satisfy their obligations. If considered the most influential strategy, CISONECC will put increased pressure on authorities through public advocacy methods. CISONECC's voice will not just be on its own but finding strategic alliances will be the key to achieving the desired change that Network members demand.

Therefore the network promotes styles of relationships, strengthening of community institutions and building of technical capacity which fosters empowerment in all its work. For advocacy messages to be better accepted by the decision-makers targeted, supportive media work to raise public debate is crucial. When feeling the issue is considered important, attention is more likely to be given to the concerns raised by advocates. CISONECC is actively engaged in strengthening the ability of member organisations to be effective in their work while adhering to professional standards. For the network, capacity development is as

process by which the CISONECC membership seeks to enhance its capacities to respond to development challenges in the face of climate change both in programmes and at organizational levels.

To grow as a reputable Network, we must reflect rigorously on our own effectiveness, share our learning with others and provide clear evidence of our contribution to change in the lives of those with whom we work. Therefore, CISONECC in this strategic planning period encourages members to share good and not-so-good practice more widely within and outside (where relevant) the network for the purpose of learning. CISONECC reflection on lessons learned enables Network members and Secretariat to make changes where necessary, and to identify and build on strengths where they exist.

CISONECC endeavours to increase public image and recognition in critical spheres of both government and society including parliament, general public and the broader civil society. Branding is an important mechanism in enhancing the Network's visibility. This will also be enhanced through the creation of a Logo, a slogan and jingles and employing all avenues that increase the credibility of the network.

CISONECC will embark on a new style of public engagement, mass media participation and high-profile advocacy - all done without compromising our integrity. We will achieve the positive public profile we seek by calling a halt to 'business as usual' - the relatively passive approach to engaging with the outside world. The more people know us, the more we will be invited to venues where real decisions are made. The more we get stories in the media, the more chance we have of raising funds from partners or persuading politicians into taking action. The better-known CISONECC is by government, the better chance network members have of accessing funds for climate adaptation and climate justice. So this vigorous new approach to external communications is in every CISONECC member's interest.

### **Strategic Plan Review Process**

Implementing CISONECC Strategic Plan requires leadership from all network member management and from CISONECC Secretariat. The focus for the first 5-year plan of the network will not be on measurement of results alone, but more on share knowledge, experiences and/or challenges in trying to implement an network-wide strategic plan and/or the difficulties of adopting Network approach in climate change issues.

The network will be creating spaces and opportunities to share and learn through interaction among CISONECC members. The review will reflect on the key benchmarks and concepts that are outlined under each strategic aim. The benchmark will be the network's point of reference for assessment of trends and progress toward achieving the strategic aims through a collective action.

The success of this strategy is dependent on the network's ability to properly monitor and evaluate the attainment of the expected deliverables outlined herein on an ongoing basis. To this extent, monitoring and evaluation will be on-going and results-based. Monitoring and evaluation objectives will (a) determine the extent to which CISONECC actions contributes to climate adaptation and resilience building; (b) assess constraints and deficiencies being identified and the possible steps to be taken to overcome them; (c) assess if successes are being achieved with respect to the overall strategies and; make regular assessment of stakeholders' perceptions to allow the Network to refocus its efforts for continual legitimacy and relevance within its mandate.

The possibility of change of landscape in climate change issues in the process of implementing this strategy is inevitable. The network is at liberty of reviewing its strategy before the end of five years if this proves to be necessary in order for the work of

CISONECC to remain relevant with its internal and external environment both local and global. The network will review the relevance of its present strategic aim, new concepts and upcoming climate change frameworks and conventions and all emerging climate related issues that require advocacy, justice and actions. The outcome of the reviews will feed into a reviewed strategic plan.

**Assumptions**

There are some assumptions that are made in the development and implementation of the strategy including the following:

- i. The political climate will continue to be favourable;
- ii. Member organisations will be willing to continue working within the network;
- iii. Development partners will continue being interested in supporting climate change issues and interventions