



Championing the African Environment

A five year strategic plan
2011-2015

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Message from Environment Africa's Patron – Oliver Mtukudzi “Tuku”



Oliver Mtukudzi with CEO, Charlene Hewat during a visit to a rural community project

“I have been supporting Environment Africa for sometime now. The launch of Environment Africa regionally and globally is a good thing. Back home, in Zimbabwe, we really have to support our environment. In our communities people are suffering and people are trying to get as much help as they can. With this deadly disease of HIV and Aids, we have a lot of orphans, people have been affected and infected and they all need to be taken care of. We can only manage that with the environment permitting. I urge you to support Environment Africa, an organization that provides real sustainable solutions.”



Message From Environment Africa's Chairman **Albert Katsande**

Environment Africa is an African rooted organisation with over 20 years of African experience in responding to the needs of all African people and our environment. We believe that we have to focus on African solutions for the most pressing environment and developmental challenges, working with conservation and communities in a collaborative, innovative and action orientated way that promotes a sustainable future for Africa.

Through our work we know that sustainable development together with conservation and communities is key to addressing some of Africa's challenges such as sustainable livelihoods, climate change, environmental governance and biodiversity, these being the 2011 to 2015 priority areas for Environment Africa.

Environment Africa is committed to excellence, transparency and accountability in delivering our work, responding to the needs of the people and our environment, taking care of our staff and in working together with our partners, communities and all sectors of society for long term solutions. The thrust being Moving from Aid to Trade.

2005 to 2009 was a period of increased partnerships with our motto "Partnerships For Action" and some of the Highlights for the 2005 to 2009 period include:

- a. Renewable energies projects in Mudzi Zimbabwe and in Chikwava and Insanje in Malawi.
- b. Conservation agriculture activities in Hwange, Binga, Lupane, Zvimba, Mutare Urban, Harare Urban, Nyanga, Marange and Hwedza in Zimbabwe and Salima in Malawi.
- c. Livestock promotion in Hwange, Lupane, Hwedza, Harare Urban and Mutare Urban
- d. Waste Management activities in most urban areas in Zimbabwe and in Lilongwe Malawi
- e. Biodiversity activities in Victoria Falls and the Vumba and Harare
- f. Environmental governance with a focus on bylaws in Guruve, Nyanyadzi and Mudzi and youth projects in Hwange and Victoria Falls.
- g. Social responsibility and corporate partnerships

The five-year period of the 2011 to 2015 Strategic Plan will look at building on the current operational projects and programmes established by Environment Africa and will also look to new innovative approaches as we move forward. Some of the strategic areas of focus will include the following:

1. Strengthen and develop new cost effective and innovative approaches to reduce poverty and improve the lives of the people without negatively impacting our environment.
2. Carry out a needs assessment of our stakeholders and community needs and identify the gaps for possible interventions with this question in mind: "*how do we balance the needs of people with the needs of the planet that supports us?*"
3. Increase the visibility of Environment Africa and build the brand and communicate the work of the organisation internationally utilising new communication systems.
4. Increase the funding and support base of Environment Africa through innovative approaches such as the Africa Green Funds, endowment funds and international fundraising initiatives.
5. Establish and strengthen Environment Africa's programmes in Zambia, Mozambique, South Africa and current countries of operation.

Our donors, our members, our supporters, our communities are all key to the success of Environment Africa and by working together we believe that much can be achieved by an organisation which is truly dedicated and passionate about the environment and the people of Africa.



From the Chief Executive Officer **Charlene Hewat**

Over the past decade uncontrolled environmental destruction has led to a loss of livelihood options and capacities and a consequent increase in food insecurity. Climate change adaptation and mitigation, measures, local energy, fuel wood solutions and more sustainable agricultural options are all desperately needed by poor and vulnerable rural and peri-urban households across Southern Africa.

The environment is shaped by geography, biophysical factors, social, economic and political actions and policies. Environment Africa takes a holistic approach to environmental management, recognising its actions must address all these factors in order to achieve sustainable development.

Environment Africa addresses cross-cutting issues such as poverty alleviation, gender equality, social justice, disability issues, the rights of children and youth and HIV.

Environment Africa's programmes and interventions cover key areas of sustainable use of natural resources, including soil and water conservation, training of trainers (TOT) and training for transformation (T4T), establishment of local by-laws and overall, a package of disaster preparedness that sets up and strengthens local Environment Action Groups (EAG's) and supports them to become local institutions.

Environment Africa is truly an African organisation which started off from humble beginnings and today, works in many parts of Southern Africa and has established international links in UK, USA, Europe, New Zealand and Australia.

Environment Africa has a deep understanding of the African Way, we have learnt that in the long term AID is not the solution for our people and our continent and that we need to move from AID to TRADE. To do this, Environment Africa is promoting the concept of PPCP's, Private, Public, Community Partnerships and it is our belief that this is the future for sustainable development in Southern Africa.

A new and innovative funding approach to conservation and communities in Africa has been launched through the Africa Green Fund initiative where countries and smaller localised areas are establishing local Green funds such as the Victoria Falls Green Fund, to enable the implementation of projects at a local level in a sustainable manner that uplifts the livelihoods of the communities and protects the environment and increases ownership at the local level. This initiative truly promotes the concept of PPCP's as the way forward for Africa and unlocks the keys to empowerment and ownership at the local levels.

“Go to the people, live with them, and learn from them, and love them. Start with what they know. Build with what they have and work with the champions. When the work is done, the task accomplished, the people will say, we have done this ourselves.” - Lao 700BC



Message from Regional Director **Paradzayi Innocent Hodzonge**

To develop our new 2011 to 2015 strategic plan, Environment Africa conducted an open participatory planning process that involved all levels of staff from the CEO to the Assistant Field Officers. The first planning meeting took place on the 21st April 2009 at the Environment Africa Regional Office in Harare Zimbabwe. The task for the group was to draft a strategic plan for Environment Africa which reflected best practices in design, development and delivery of environmentally sensitive and sustainable conservation and community development initiatives.

The group completed an extensive review of the organisation performance against objectives which were agreed upon for the last strategic plan 2005 – 2009. Overall it was noted approximately 65% of the objectives had been achieved. It was also noted that higher levels of activity had been recorded in the areas of food security – conservation agriculture, nutrition gardening trainings and renewable energy innovations. Lower levels of activity were recorded in environmental education and waste management and biodiversity work. The group then went on to review the vision and mission of the organisation to which there was consensus that these still remained relevant to the organisation as to expands into the region.

The task group went on to plenary brainstorming session on the envisaged areas of work to focus on during the period 2011 to 2015. A list was developed and the task group agreed that the next step would be to compress these into four main strategic focal areas. Four task teams were then constituted to focus on one strategic focal area and develop further ideas put forward by plenary. The teams went on to have several meetings and consultation processes with other staff and stakeholders.

The process then reached a conclusion that the organisation had to focus on five key strategic areas during the next five years which are: Sustainable Livelihoods, Climate Change, Environmental Governance, Biodiversity and Organisational Strengthening. These areas were further defined into seven specific programme areas which will guide and drive the implementation of projects throughout Southern Africa.

The landscape of service delivery for the next five years will be influenced by the international focus on climate change. All projects implemented will strive to respond to either climate change mitigation or adaption. Regional challenges of food insecurity and environmental degradation will form the core of our work. At country levels the strategy will be influenced by the topical issues in-country guided by the regional strategy. The real challenges will be in building meaningful partnerships between ourselves and other organisations doing similar work and ourselves and partners that fund the work that we do. Greater influence will be put into funding mechanisms where the organisation can move forward more sustainably together with donors, supporters, members and volunteers.



This is Environment Africa

Established in 1990, Environment Africa is a Private Voluntary Organisation (PVO) registered in law and owned by its members.

OUR VISION... *this is what underpins everything we do!*

“To Champion the African Environment”

WE ARE... *‘Champions of the African Environment!’*

WE BELIEVE... that protecting the African Environment promotes Sustainable Development and helps combat Climate Change locally and globally.

“Only by working with nature and conserving its invaluable assets, can we truly learn about ourselves.”

WHAT WE DO

WE SUPPORT... African solutions to African challenges through action based learning, harnessing indigenous knowledge systems and building up local safety nets systems.

WE FACILITATE... Community Action by raising awareness, motivating and empowering people to protect, conserve and restore their environment and improve livelihood opportunities NOW and for the Future!

OUR MISSION ... is to work together with all sectors of society raising awareness, encouraging action and advocating a better environment that uplifts the livelihoods of current and future generations.

WHERE WE ARE ...



Environment Africa is a Southern African born and based organization which is also internationally represented. Environment Africa works with poor and marginalized communities across Southern Africa in both rural and urban settings.

Environment Africa currently has developed, facilitates and operates programmes in Malawi, Mozambique, Zambia and Zimbabwe. Environment Africa has a charity link in the UK and USA and aims to expand its charity link in Germany, Australia, New Zealand and other parts of Southern Africa within the next 5 years.

“Freedom is an indivisible word. If we want to enjoy it, and fight for it, we must be prepared to extend it to everyone, whether they are rich or poor, whether they agree with us or not...”

Wendle Wilkie 1943

WHAT WE ARE

Environment Africa is....

A Community - An African environmental and sustainable development movement, driven forward by members, volunteers, staff, partners and a demand led approach from the communities and countries into which we are invited;

A Lobbyist - An advocacy agency for all things environmental we are consulted on issue of policy by governments, best practice by business and take a rights based approach at community level;

A Watchdog - We are an environmental watchdog involved in reaction work and activism, communicating important environmental issues directly through our own research and publications and through media partners and the local and international environmental and social networks with which we are affiliated;

A Change Agent – Through our programmes and projects of action we provide technical and management support to community initiatives through a facilitatory process of change and transformation at community level.



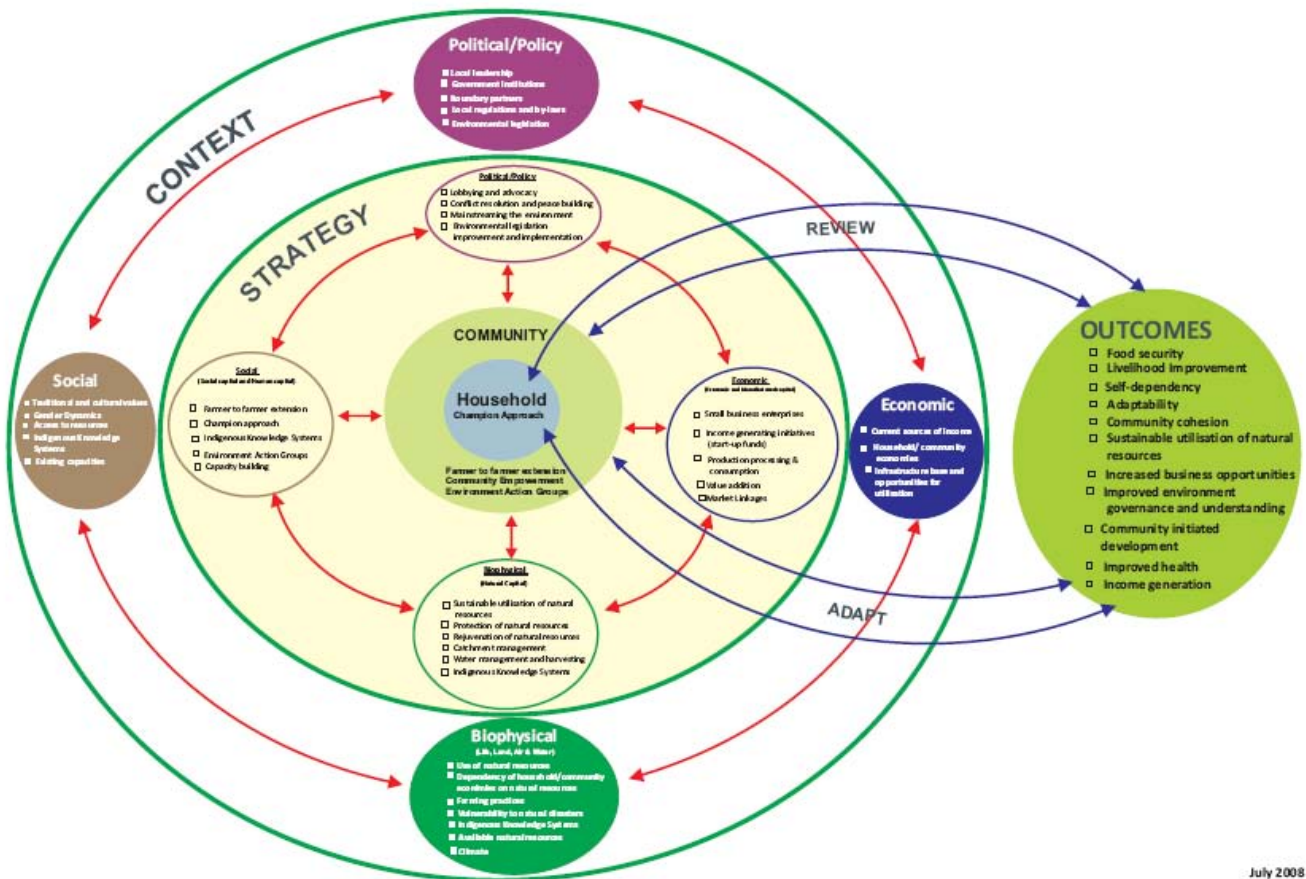
HOW WE DO THINGS ...

How we do things is as important as what we do and there are some essential principles and key approaches that we as Environment Africa stand by and that underlie the way we work. We are guided by our values and policies which are detailed in our Environment Africa Charter.

<p style="text-align: center;">Sustainable development</p> <p>Sustainable development 'meets the needs of the present without compromising the ability of future generations to meet their own needs' (Brundtland Commission, Our Common Future, 1987). Environment Africa is committed to sustainable development, Agenda 21, the Johannesburg Plan of Action and the Millennium Development Goals.</p>	<p style="text-align: center;">Holistic Approaches</p> <p>The environment is shaped by geography and biophysical factors, social, economic and by political actions and policies. Environment Africa takes a holistic approach to environmental management, and recognises that actions must address all these factors. Environment Africa engages in cross-cutting issues such as gender equality, climate change, HIV, health, child protection, disability and social justice.</p>	
<p style="text-align: center;">Building Coalitions</p> <p>Coalitions are vital for effective advocacy and campaigns, raising awareness on key issues and influencing policy. Environment Africa builds and strengthens coalitions to add impact to its work. Only by working together can solutions be found for ecology, equity and economics.</p>	<p style="text-align: center;">People are the key to conservation</p> <p>We are integral to the environment in which we make decision, take action and live. The only way to effectively restore, protect, conserve and manage the environment is by working with people, building partnerships and mobilizing action. Ethical values and spirituality are essential for sustainability.</p>	<p style="text-align: center;">Passion for progress</p> <p>The sheer scale and complexity of African poverty and environmental challenges can leave people feeling depressed and hopeless. Environment Africa staff are energized by the challenges, and have a passion to strive for progress. If a challenge seems overwhelming, we start by taking small achievable steps.</p>
<p style="text-align: center;">The African Way</p> <p>African culture is dynamic, and organic, and has much potential to help conservation and tackle poverty. For example there are many traditional rules designed to protect and enhance watersheds and forests, and these could be used to help bring back balance to natural and social systems combining traditional approaches with new ways of thinking and working</p>	<p style="text-align: center;">Crossing Borders</p> <p>Ecosystems do not sit neatly within single countries, and many borders have been drawn along major natural features such as the Zambezi River) thus dividing ecological zones. The environment is shared by everyone in the region, and thus Environment Africa works in a trans-boundary manner to safeguard natural resources. This will become more important as Environment Africa's work expands over the years.</p>	<p style="text-align: center;">Environment Champions</p> <p>Environment Africa applauds and supports environment champions, whoever they are. Some champions work at village level, helping to share skills and knowledge with farmers and schools in the local areas. Others work at policy level, on laws, policies and institutions. Champions are innovative, risk taking and create solutions to tackle complex challenges.</p>

Environment Africa uses the Sustainable livelihood Framework as a guide for sustainable community development programmes.

Environment Africa Sustainable livelihood Framework



July 2008

Environment Africa is more than just business as usual...

Corporate Social Responsibility (CSR) takes Environment Africa beyond social development to critically reflect on its own operations as a service provider of note.

Being socially responsible is not just considered a sustainable way of doing business but highlights the need for quality benchmarks and standards.

It does rely a lot on trust between sectors, within organisations and with businesses, communities and consumers.

Environment Africa has signed an MOU with the Business Council of Zimbabwe (BCSDZ).

Currently there is a Social Responsibility standard ISO26000 which should be completed in 2010.

The Environment Africa TEAM and Supporters

Environment Africa has a dedicated, passionate team who bring a variety of skills and experience to the organization. Environment Africa believes that people are the key to successful programmes and projects both at organizational level and at community level.

“It is people who bring about the change and make the difference, often all they need is a little bit of encouragement, and support.”

says Environment Africa’s **Innocent Hodzonge – Regional Director.**

“if everyone is moving forward together, then success takes care of itself”. - Henry Ford

COUNTRY DIRECTORS



MALAWI
Barbara Banda



ZAMBIA
Namo Chuma



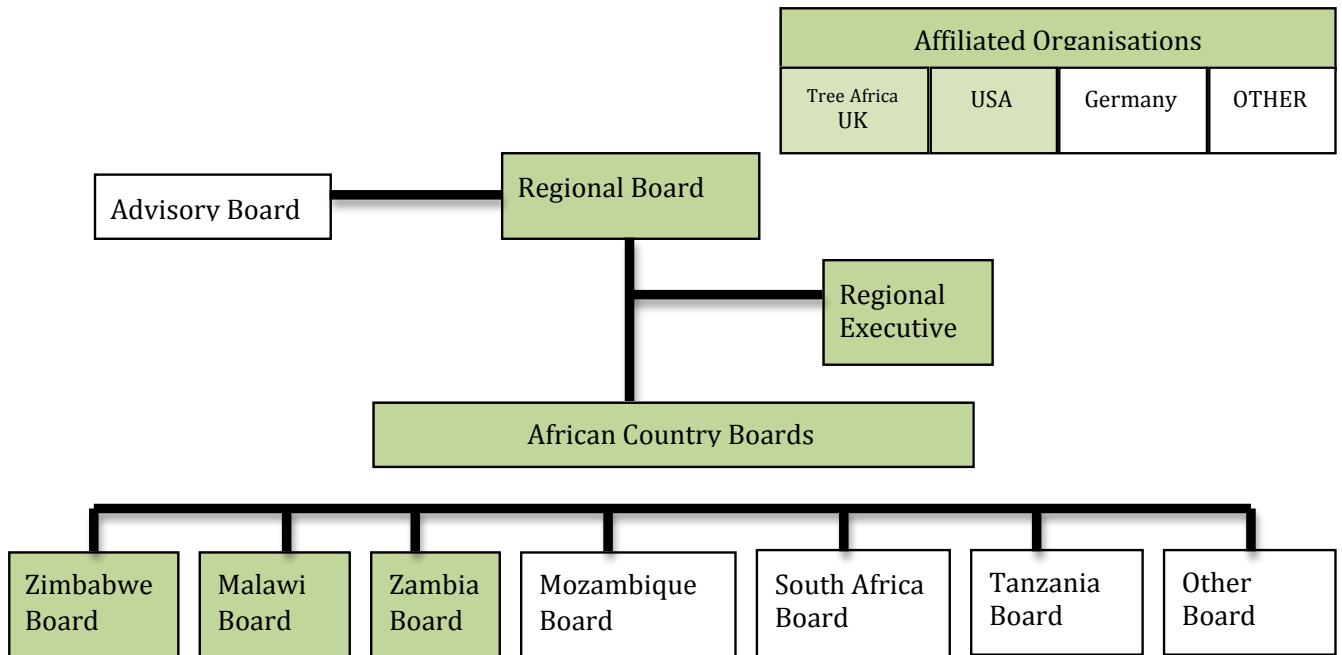
ZIMBABWE
Barney Mawire

Environment Africa appreciates the support we receive from our members, donors, supporters and volunteers

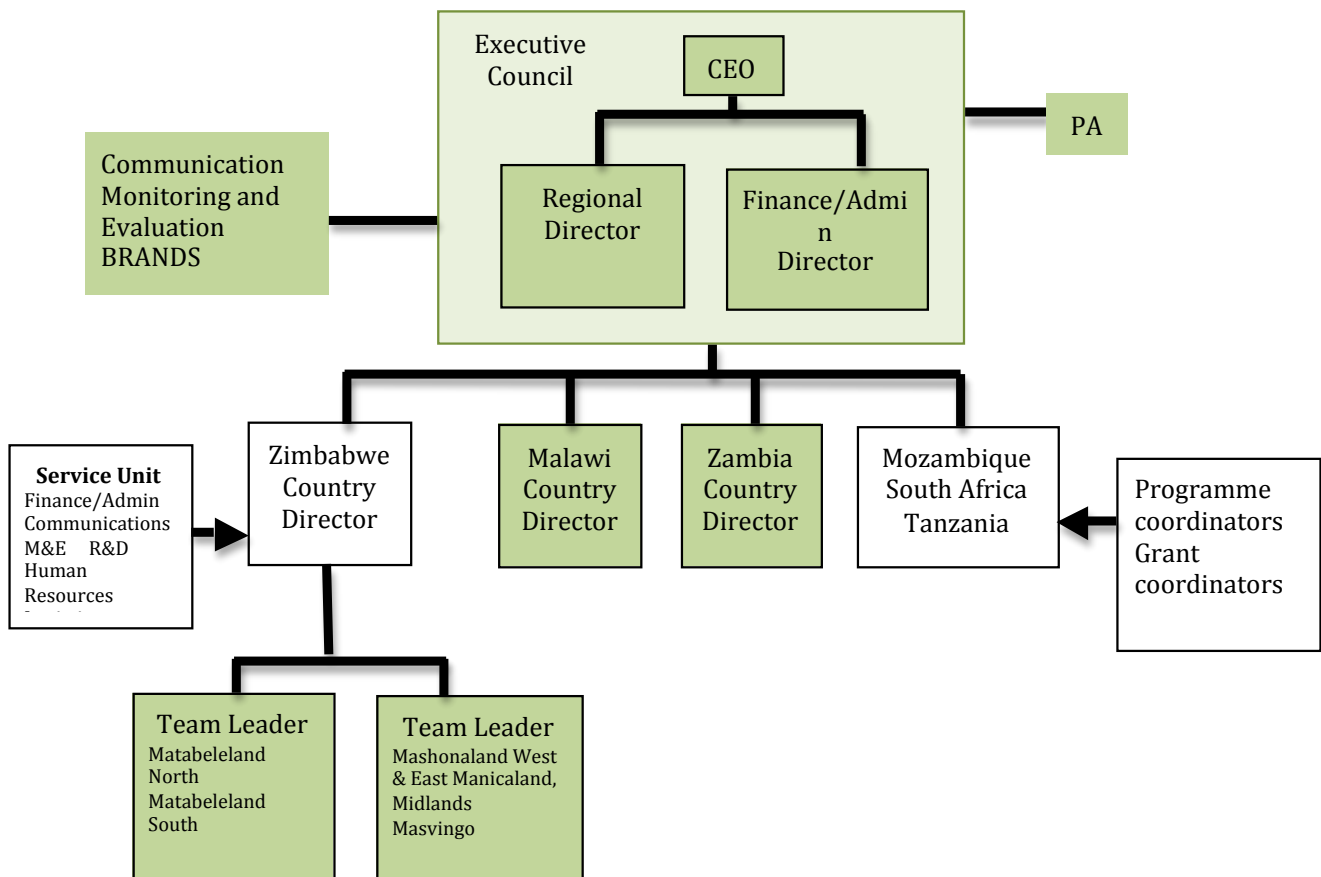
Our members, donors and supporters are valuable contributors to the work that we do and we are grateful for their continued and unwavering support.

Environment Africa has strong local Board members in all the countries it is represented and these are made up of volunteers from the development area and private sector members. Our Boards are committed to best business practice and the fundamental principles of transparency, integrity and accountability and adopt good governance principles and oversee the financial, operational and programmatic policies and strategic direction of the organization.

ENVIRONMENT AFRICA ORGANISATIONAL STRUCTURE



REPORTING STRUCTURE OF ENVIRONMENT AFRICA



OUR STORY...

1986 : Cycling to save the Rhino



Environment Africa was formed after the famous transcontinental bicycle journey that became known as the 'Ride for Rhino' undertaken by Charlene Hewat and Julie Edwards. Both became known as 'The Rhino Girls'. They raised funds and awareness for African Endangered Species, especially the Black Rhino. They set out from Glasgow, Scotland in the UK in September 1986 and cycled through Scandinavia, down through Europe across to Africa and down the African continent across the mighty Zambezi river at Victoria Falls and on to Harare one year and 22,000km later! As well as laying the foundations for Environment Africa, the Rhino Girls published the book 'Extinction is Forever' which set the tone for the organisation's watchdog and environmental advocacy roles.

1990 : Environment 2000

With the vision of a better 2000 the birth of The International Environment 2000 Foundation saw the growth of the organisation from a staff of five to one of Zimbabwe's leading environmental organizations. This growth was determined by the great interest that Zimbabwe and Zimbabweans demonstrated in participating in environmental issues and a call for guidance and encouragement to take action. Who would have thought that the organization would have reached the year 2000!

2001: Environment Africa

In 2001 the organization was rebranded with the name, Environment Africa. This was the formalization of the organisation's commitment, not just to Zimbabwe but to the region and Africa as a whole.

2011 : Environment Africa stronger beyond borders



Environment Africa has become a key national institution in Zimbabwe and more recently in the Southern African region and is one of the major agencies outside of the State dealing with a broad range of environmental issues critical to everyone's livelihood and wellbeing. Environment Africa has built skills and capacities and a network of active supports, and has gained a solid reputation for delivering successful programmes and projects in rural, peri-urban and urban communities while still maintaining best management practices.

Environment Africa has established fundraising offices and links in the UK and within the next five years Environment Africa aims to further extend its successes into other parts of Southern Africa and establish fundraising offices in Europe, Australia and USA. Overall, the future looks bright for Environment Africa and the African environment!

OUR PLATFORM

Having started in Zimbabwe much of Environment Africa's work was rooted here. Environment Africa is expanding, regionally and beyond, these campaigns, projects and actions adapt and travel with them.

ENVIRONMENTAL JOURNALIST OF THE YEAR –

An award to encourage and recognize excellence in environmental journalism. Zimbabwean based with two decades of support from corporate partner RTG Zimbabwe, these media reports are read locally, throughout the region and beyond.

GREENLINE MAGAZINE –

A magazine that has a regional circulation. This is part of a wider communication strategy that involves the organizations website, email newsletters and bulletins.

THE YOUTH ENVIRONMENT NETWORK –

Is part of Environment Africa's 'catching them young' approach and recognizing young peoples role now and in the future in preserving our environment and securing the future.

CLEAN UP CAMPAIGN –

Environment Africa is a founding member of Clean Up the World Campaign which was started in Australia in 1992 and subsequently launched in Zimbabwe by Environment Africa in 1993. It has now also crossed borders to Malawi, Zambia and Mozambique.

GREEN RIBBON WEEK –

Supports World Environment Day in June every year and it has been held annually since the mid 1990's. It raises awareness and activism locally. Newspaper and other media are involved and events held in schools, communities and public places throughout the country. Unique in its ability to engage a huge variety of stakeholders from individuals, to schools, corporates, state agencies and other institutions.

GREEN SCHOOLS –

A programme of environmental management in schools that began in 2002. It helps action environmental education and mitigation in schools and their communities. This project has already crossed borders into Mozambique!

SONDELA –

A unique urban collaboration that is seeking sustainable solutions on urban water catchment area management. Discussions and planning has been underway since 1996 to support the city of Harare and all its inhabitants protect a vital water source.



OUR ACTION AGENDA

Deciding how to help is not always easy and there will always be limits as to what Environment Africa can achieve. As a first step, Environment Africa's actions are always linked into a sustainable development framework. Why? The environment is shaped by geography and biophysical factors, by social, economic and political actions and policies. Environment Africa takes a holistic approach to environmental management, recognizing its actions must address ALL these factors so as to achieve sustainable development.

Moving from AID to Trade...



**Education, Empowerment and
Ownership are the Keys to
unlocking the future.**

**Give a man a fish you feed him today,
Teach a man to fish and you feed him
until the fish run out.**

**Teach a man to breed fish, you build a
business, sustain a community for life
and ensure the survival of a species.**

Key Areas for Action and Change - 2010 to 2014

Working to raise awareness, encouraging action and advocating a better environment that uplifts the livelihoods of current and future generations.

Key areas for action in Africa

Environmental trends and important issues

The planet as a whole has been facing off the food, fuel and financial crisis over the past decade with much of this coming to a head in 2008 and 2009 as economies crashed, food prices soared and conflict in the Middle East and elsewhere persisted. From this escalating crisis amazing figures have been presented to us that leave little room now for ignorant bliss

The gap between rich and poor has grown exponentially and as far back now as 2006 the new economics foundation and the UN, amongst others, have reported on the unsustainable lifestyles of the west (the 'Growth isn't working' report) and scarcity threats on life essentials such as water, land and clean air further highlight global inequity ('Beyond Scarcity' HDR).

Africa, in the midst of all of this struggle and change, still remains with a very large part of the planets untapped and essential natural resources, yet has the least say in how things are done. Whilst much of this points to Africa putting its own house in order many would also agree that an enabling environment for participation, sustainable change and a redressing of historical imbalance and injustices is still overdue. Small though E Africa as an organisation and a movement may seem, our dreams are big and as global citizens our efforts in and for Africa in the areas of the environment and sustainable development are really efforts for and to us all. As an African movement we look for African solutions, as global citizens we fight for our rights at all levels

Environment Africa lives and works in and across Southern Africa, a region which has been further hit by HIV. Southern Africa is, in fact, the epicenter of the global HIV and AIDS epidemic. Nine of the ten countries with the highest prevalence of HIV and AIDS in the world are found in this region. The impact of HIV and AIDS across southern Africa is aggravated by chronic food insecurity and weakened government capacity to provide support to the most at risk populations. This is not all. Africa faces numerous challenges, many of which are linked to the destruction of the local and global environment. Poor communities depend on land resources and surrounding natural resources for their livelihoods and sustenance. All communities in southern Africa face harsher and more frequent drought cycles. Livelihood options have become fewer and income earning ability eroded increasing dependency on nation states and on international aid. Improving livelihoods and increasing self reliance to reduce these

burdens means working to eliminate poverty and hunger at both household and community levels. With rural smallholder agriculture and other natural resource based activities being the predominant livelihood for poor and marginalized communities in the region, mainstreaming the environment through the development process, through national and regional policy making, through education and legal systems, in markets and governance structures becomes critical in fighting problems resulting from

- ***Climate change*** resulting in changes in agricultural production patterns, biodiversity shifts, diseases like malaria spreading to areas for the first time, changes in weather patterns are all impacting poor communities in Southern Africa;



- ***Deforestation*** of land for fuel wood and agriculture are also a contributing factor to the negative changes on the planet, with devastating effects for poor and marginalized communities in southern Africa;
- ***Unsustainable use of natural resources*** sees raw products such as minerals, precious metals and agricultural produce extracted and exported. Little value addition is achieved locally and regeneration of the natural environment slow or absent;
- ***The Global Economic Crisis*** in addition to the already unfair and skewed trade policies make it harder for Africa to protect and develop its economies. Decades of bilateral development aid have not realized the anticipated positive changes. Africa needs fair trade and investment at community level.

Our concerns for the ongoing and new challenges that poor African communities face have led us to review and renew our efforts and consolidate them into five key strategic areas for advocacy and action.

AREAS OF STRATEGIC FOCUS FOR ENVIRONMENT AFRICA

1. Sustainable Livelihoods	2. Climate Change	3. Environmental Governance	4. Biodiversity	5. Organisational Strengthening
<p>What's the focus? Food security, energy security, Water, Sanitation, and Hygiene (WASH), Income Generating Activities (IGAs)</p> <p>How? Mobilize local Action, Capacity building and empowerment, Community Action Planning (CAP) Partnerships, Public , Private, Community Partnerhips (PPCPs), Lobbying & Advocacy Establish Local Green Funds.</p> <p>Why? Self sufficiency, demand led development, build networks, sustainable communities, sustainable use of Natural resources,</p>	<p>What's the focus? Mitigation, Adaptation, Carbon Footprint</p> <p>How? Conservation agriculture, awareness raising, Reducing Emissions from Deforestations and forest Degradation (REDD), Carbon Development Mechanism (CDM), Carbon Trade, Energy, Waste Management, Environmental Education (EE), Lobbying & Advocacy</p> <p>Why? Reduction of carbon emissions, creating of carbon sinks, healthy communities.</p>	<p>What's the focus? Policy Advocacy, Environmental Education (EE), Peace Building, Environmental Rights, Reaction Work, Schools and Youth Programmes</p> <p>How? Local Environment Action Plans (LEAPs), By- Laws, Resource Management Committees, Environment Action Groups (EAGs) Environmental Education (EE), Lobbying & Advocacy</p> <p>Why? Strengthen local capacities and local level structures, be active in Environmental Policy and Laws. Sustainable Schools. Inform people about & encourage action on the right to a clean and Healthy Environment</p>	<p>What's the focus? World Heritage sites, biodiversity, wildlife, forestry, Community Based Natural Resource Management (CBNRM), Watershed Management, Renewable Energy , Pollution, Youth programmes</p> <p>How? Community led projects, Partnerships in the Green Zambezi Alliance (GZA). PPCP's, Awareness & Education, Bio Banks, Lobbying & Advocacy, Wildlife & Environment Protection Units, Protection of World Heritage Sites, Recycling & Waste Management, Youth Groups, Green Schools, Local Green Funds established</p> <p>Why? Biodiversity Conservation, Climate Change intervention, Wildlife protection, Sustainable communities, Adequate Health</p>	<p>What's the focus? Resource mobilization, clear succession plans, Organisational Development, Capacity Building, Regionalisation, Decentralisation, Building partnerships, Building our Brand</p> <p>How ? The Africa Green Fund (AGF) and localized Green Funds & the AGF Endowment Fund. Country Strategies, Restructuring, Staff Retention, Rationalization, Strategic Alliances.</p> <p>Why ? Self-sufficiency, self-sustainability , relevance. Strategic Alliances, Greater impact & visibility, Funding independence.</p>

CRITICAL CROSS CUTTING ISSUES THAT ARE INTEGRATED IN THE WORK WE DO

GENDER

Globally women remain on the frontline of poverty and deprivation. Women suffer economic, social and sexual abuse. The feminization of poverty across Africa has negatively affected the livelihoods of poor families. Gender mainstreaming is a critical lens applied across all Environment Africa initiatives and requires both men and women to review their relationships and work together for solutions.

HIV

The impact of HIV in southern Africa has left poor homes with many orphans and without the labour or the skills to make a decent living. HIV is changing the family structure across Africa and more than ever communities are relying, on the environment for their livelihood as formal employment opportunities shrink.

DEALING WITH DISABILITY

Environment Africa believes every human being has something to offer and a right to participate on their own and in their communities' development. Disability can be a double disadvantage to Africa's poor. Through a rights based approach programmes work towards greater inclusion of all those who are able to work and contribute to a better environment for a sustainable future.

HEALTH

Environment Africa recognises that all human health depends on biodiversity. Access to basic services is critical. Good nutrition and healthy living starts in the home. People need to understand that human beings are an integral part of Nature and that our health depends ultimately on the health of its species and the natural functioning of its ecosystems.

CULTURE

Cultural diversity and biodiversity are interdependent and mutually reinforcing, yet often play a minor part in current conservation thinking. There is a need to integrate cultural values directly into conservation management and community development.

THE RIGHTS OF CHILDREN AND YOUTH

With the UN convention on the Rights of the Child entering its 20th year in 2010 UNICEF research shows that 1 billion children lack adequate basic services, 148 million under 5's are underweight, 101 million children of school going age are out of school, 2 million live with HIV, 150 million are engaged in abusive child labour with 1.2 million trafficked each year. Many are born into high disease, high risk and low life expectancy. Children are our future.

MOBILISING ACTION

people are the key to action.....

Environment Africa recognises that people are the key to action, that they often know the actions appropriate to their contexts. Mobilising action is at the centre of everything Environment Africa does. All our work aims to mobilise people to take action to improve and protect the environment.

“To mobilise is to gather together, assemble something, rally the people and organise”

Our goals & objectives

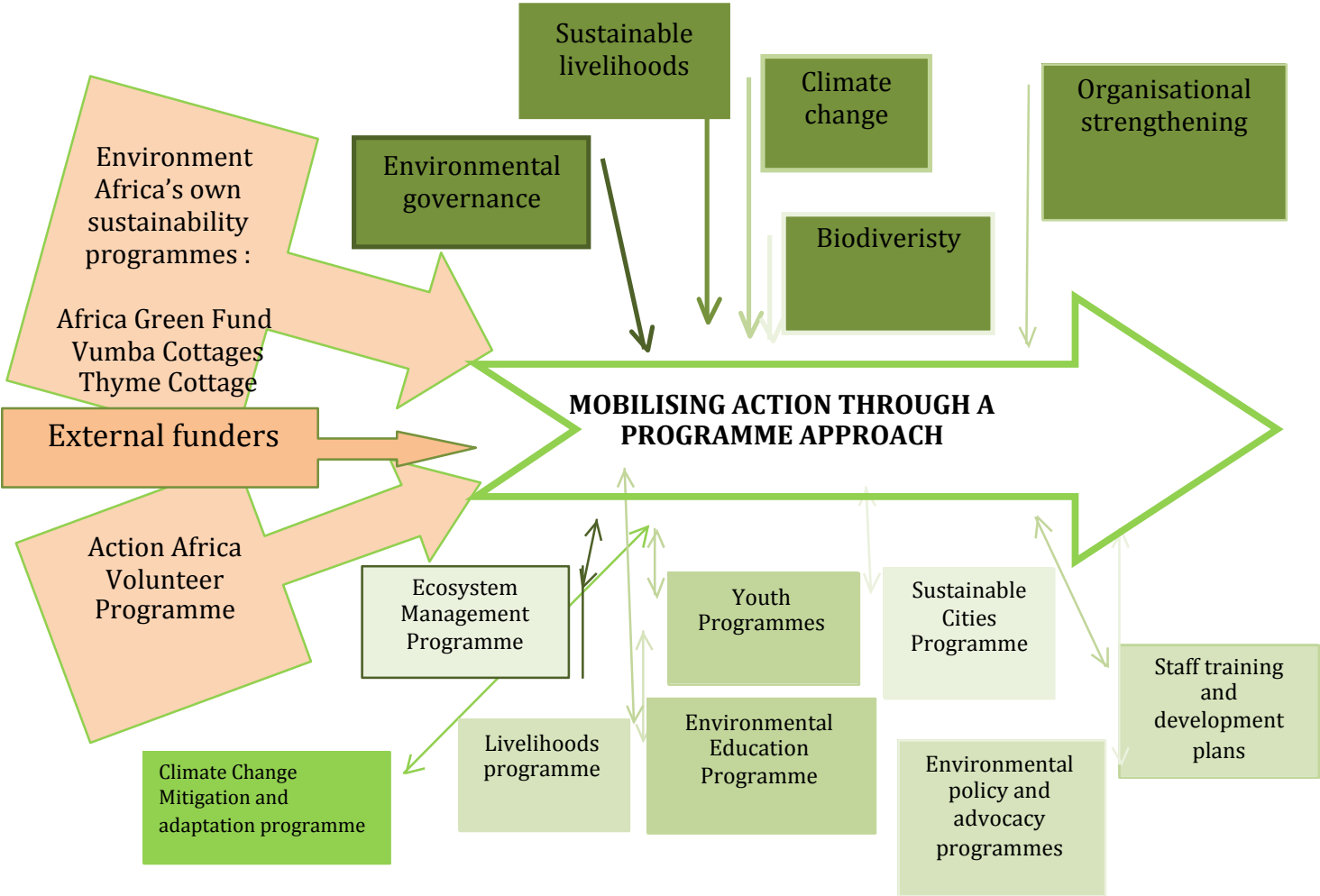
- ✓ to raise the level of environmental awareness
- ✓ ensure decision-makers actively consider the environment
- ✓ empowerment of people towards ownership of the environment
- ✓ improve the quality of the environment and in turn peoples livelihoods through programmes and projects
- ✓ to be an effective and efficient service provider in all we do

How does Environment Africa help create momentum at household and community level to help people overcome their problems and improve their environmental and social well being?



A programme approach is important because it links complex and diverse programmes holistically, in a longer term, fairer timeframe making collective impacts more readily and easily communicated creating common standards and benchmarks helps reporting and unifying staff and projects through language and understanding.

Mainstreaming the environment and securing our future means including aspects of all the key strategic and cross cutting areas at programme level. Our action plans (log frames) articulate how mainstreaming the environment happens on the ground.



ENVIRONMENT AFRICA'S PROGRAMMES

linking into the sustainable livelihoods framework

Working with and through partners, Environment Africa staff gain the skills and share the messages communities and individuals need to tackle these important strategic issues. Through programmes of support, Environment Africa enables communities to put their collective skills into action. Environment Africa still maintains its think global act local agenda.

Over the next five years Environment Africa will support and build a programme approach across all community efforts. This will further unify teams and staff across branches and country offices through a common approach, language and agenda. The strategic areas of focus come together practically in Environment Africa's programmes.

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> • Livelihoods programme 'Supporting smallholder farmers combats hunger and poverty. 85 percent of farms in the world measure less than 2 hectares. • Smallholder farmers and their families make up one-third of the world's population' 	<ul style="list-style-type: none"> • Champion farmers • Farmer to farmer extension • Participatory & family auditing, planning & implementation • Environmental Action Groups (EAGs) • Field Days • PRAs/community based planning • Livelihoods approach • Holistic homesteads • Micro Finance • Private, Public, Community, Partnerships (PPCPs) • Participatory Planning, Monitoring and evaluation (PPME) 	<ul style="list-style-type: none"> • Conservation Agriculture & food security & nutrition • Holistic Homesteads • Micro enterprises • Market Linkages • WASH • IAG's Renewable Energy • PPCPs • Cash transfers 	<ul style="list-style-type: none"> • Reducing hunger in our communities through self reliant strategies • Transforming natural resources management practice and achieving sustainability • Increasing smallholder productivity levels (crops, income, livestock) • Fair trade models and organic farming practices expanded • Household income improved • Community empowerment • Improved potential for income generation • Equitable distribution of and access to natural resources • PPCP active and benefiting local communities

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> Sustainable cities programme 	<ul style="list-style-type: none"> Industrial Clusters Environmental watch dog Environmental planning and Management through Community Action Plans (CAPs) Private, public community partnerships (PPCP"s) Environmental Champions 	<ul style="list-style-type: none"> Urban clusters, Urban Green Funds, Waste Management, Recycling Associations Clean ups and other Commemorations Open space management Air pollution management Environment Management Plans (EMPs) Green Maps Water management Air pollution management Lobbying and advocacy Urban agriculture Corporate Social Responsibility (CSR) Green Maps Watershed Management 	<ul style="list-style-type: none"> More waste recycled and linked to IGAs. Cleaner technologies uptake More/expanded industrial clusters Creative Public / private / community partnerships on environmental issues Local sources of funds for safeguarding the environment Food security Access to clean water Coordinated environmental planning & action Functional green spaces Corporate participation in social and Environmental issues

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> Ecosystem management programme 	<ul style="list-style-type: none"> Environmental planning and Management through Community Action Plans (CAPs) Environmental Watchdog Building Coalitions, Partnerships & Alliances, Crossing Borders Mapping activities Ecosystem goods and services Environmental 	<ul style="list-style-type: none"> Tree Africa World heritage sites Wildlife Management Wildlife & Environment Protection Units (WEPU) Eco Tourism The Green Zambezi Alliance Local Green Funds established PPCP's Arboretum establishment Control of alien invasive species 	<ul style="list-style-type: none"> Extend living examples of protected areas All areas we work in have environmental management plans in place with supportive sustainable systems Restoration, protection and regeneration of identified areas of biodiversity richness Sustainable utilization of our biodiversity Partnerships and Alliances Community ownership in ecosystem management Upliftment of communities

	<ul style="list-style-type: none"> • Champions 	<ul style="list-style-type: none"> • Bio banks • Support to National Parks and Wildlife Sanctuaries/Areas • Lobbying & Advocacy • Recycling • Clean Up Campaigns • Wetland Campaigns • Watershed Management • Renewable energy 	
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Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> • Youth, Environmental Education and Communication programme 	<ul style="list-style-type: none"> • Think global act local • School clusters • Junior Farmer Field Schools (JFFS) • Environmental Champions • Junior Rangers • Youth Groups • Volunteers • Campaigns and commemorations • Newsletters, papers, stories of change and other publications • Media Links 	<ul style="list-style-type: none"> • Green Schools, • Youth Friendly Centres • Environmental clubs • Tree planting, Junior council • Youth exchange • Youth Camps and Sports • Action Africa Volunteer programme • Clean up & other Commemorations • Lobbying & advocacy • Environmental Reporter Awards • Communication and Awareness Campaigns 	<ul style="list-style-type: none"> • SDC Strengthened • More environmental youth groups active, supported and connected • Expanded Campaigns / commemorations (in country and across countries) • More jobs created in environment related areas • Increased capacity and participation in environmental activities • More school based learning activities and events on important environmental issues across the region • Continue to remember, organize and mobilise international • environmental events locally • Expansion of the Green Schools programme across the region with endorsement through Education Ministries • Curriculum development and support on environmental issues • Crosscutting issues integrated into environmental education approaches (HIV, gender, rights)

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> • Climate change mitigation and adoption programme 	<ul style="list-style-type: none"> • Think global act local • Conservation agriculture • Tree planting • Waste management • Carbon trading • Environmental watchdog 	<ul style="list-style-type: none"> • Tree Africa – • Promotion of small grains and seed multiplication • Agro-ecological production • Conservation agriculture • Carbon trading • Lobbying & advocacy • Agroforestry • Awareness and education • Alternative & Renewable energy • Non Timber Forest Products 	<ul style="list-style-type: none"> • Conservation agriculture spreads • Greater adaptability for rural smallholder farmers • Alternative energy sources to combat fuel wood crisis • Carbon trading system operating and funding community based projects and environmental projects locally • Alternative energy sources being used • Awareness on climate change increased

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> • Environmental governance programme 	<ul style="list-style-type: none"> • Environmental watchdog • Reaction work Constitutional lobbying • Local governance support • Pressure groups 	<ul style="list-style-type: none"> • Delegate and dialogue with parliamentarians, and government & community leaders • By laws projects and peace building efforts in communities • Environmental rights • Capacity building on Environmental rights • Build and strengthen community Environment Action Groups (EAGs) • Lobbying and advocacy 	<ul style="list-style-type: none"> • More local EAG active, supported and connected • Local by laws used and expanded across programme areas • Environmental problem areas highlighted and addressed • Local action by local communities on environmental issues

Programme Areas	Key approaches used	Key (ongoing and planned)	Programme targets and outcomes
<ul style="list-style-type: none"> • Organisational Strengthening 	<ul style="list-style-type: none"> • Africa Green Fund and localized funds established Internationally, Regionally and Locally • Income generation • Seek longer term funding • Investments • System review and development • Staff training and development planning 	<ul style="list-style-type: none"> • Gender and HIV policy review & others • Staff performance assessments & succession planning • Annual STDP and programme work plans • Decentralisation, Africa Green Fund and localized Green Funds established • Endowment funds • PPCPs • International fundraising offices • Partnership development and maintenance • International Innovative fundraising 	<ul style="list-style-type: none"> • Operational fundraising and advocacy offices in UK, USA, Germany • Increased memberships • Increased program resources external and internally sourced • Functioning country offices and expansion into other regional Countries • Staff retention

MEASURING CHANGE AND IMPACT

Systematize before you computerize!

Routine and established systems at programme level, programme design together with a logical cause-and-effect framework, well defined indicators and a detailed M&E plan allow Environment Africa to build their database in country and across programmes. The database is now being developed throughout the organisation's areas of operation and is a key focus for the next five years.

The organisation's internal monitoring system follows up the project progress using the project's logical framework to ensure the achievement of objectives and measure impact of the project.

Project finances are monitored by a computerized accounting system that identifies the project accounts by different budget lines, financial agencies, exchange rates, etc. For each project monthly, quarterly, annual and implementation and final evaluation reports are produced. Financial audits are carried out according to donor reporting requests and the overall organization audit is carried out once a year by appointed Internationally recognized auditors.

Process Documentation: Experiences and results generated by the project interventions are recorded, compiled and documented. Each activity carried out is entered into an access database that has been developed by the organization for easy process monitoring. The database captures a host of information including type of activity, where it was done, number of participants, cost of activity, project staff involved, partners involved etc.

Community Based Monitoring Committees: Another emerging system that has proved to be invaluable is the engagement and inclusion of local communities in monitoring project activities through community based monitoring committees. These committees produce monthly monitoring information that will be collected by field personnel for verification and input into the overall project monitoring systems.

Review meetings disclose on-site problems and solutions adopted in implementing project interventions. These are carried out at different levels and at different times. Monthly review meetings are held by the project staff and their partners. Every quarter review meetings are held by project staff, partners and Team Leaders. Half yearly the Country Director holds review meetings with Team Leaders In November of each year each project has an annual review and planning meeting.

Stories of Change is an approach where beneficiaries tell their story of the actual changes that have happened to their lives and this has proved to be a powerful tool in

measuring impact. Stories of change have become an integral component of the organization's monitoring and evaluation systems. Besides just monitoring and recording impact of our work these stories serve as motivation stories for other community groups and as learning points for our own staff and that of our partners.
See Website for Stories of Change

Environment Africa has adopted an approach where all its projects will go through a **final evaluation** even where this is not required by the funding partner. The evaluation will either be an internal or external one depending on the available budgets. Project mid-term reviews will also be performed internally in order to inform the final phase of the project and any subsequent renewals thereafter.

PARTNERSHIPS FOR ACTION

“Working together for a better environment”

“To me poor people are like bonsai trees. When you plant the best seed of the tallest tree in a flower pot, you get a replica of the tallest tree, only inches tall. There is nothing wrong with the seed you planted, it is the soil base that is inadequate.”

- Mohammed Unice, a Nobel Peace Prize winner from the Gramme Bank

What is needed to get poor people out of poverty is for us to create an enabling environment for them. To do this effectively and efficiently we must join hands. This is why Environment Africa works so hard to forge partnerships across and within sectors. Environment Africa is itself a partner and is a member of IUCN, International Union for Conservation and Nature, The Business Council for Sustainable Development Zimbabwe (BCSDZ), National Association of Non-government Organisations (NANGO), Clean Up The World, Environmental Education Association of Southern Africa (EEASA) and many others.

Environment Africa is regularly consulted on a wide range of policy, legislative, research and development initiatives and is frequently requested to participate in public and private sector consultations and programmes.

Because the environment has direct bearing on all aspects of life we work with networks and agencies dealing with HIV issues, environmental rights, gender and conflict resolution as well as professional and charitable bodies such as Zimbabwe Institute of Engineering and Rotary International.

Environment Africa
is actively engaged with Local and International Governments, International & Local donors & NGOs, Business community, Community Based Organisations, and Communities.

FUNDING AND RESOURCES

Environment Africa raises funds and obtains the necessary resources to operate and sustain itself through a variety of mechanisms with its main funding source coming from international donor support. Environment Africa is locally registered as a Not for Profit Organization (PVO) in all African countries it operates in and is therefore legally allowed to raise funds locally and also receives tax benefits.

The incoming strategy for Environment Africa in 2011 to 2015 to increase funding and resources as follows:

- To increase donor support and establish long term strategic partnerships;
- To increase and build on local corporate support from within country, attracting and assisting companies to implement Corporate Social Responsibility programmes;
- To Establish the Africa Green Fund together with localized Country and Community based Green Funds, such as the Victoria Falls Green Fund, The Zimbabwe Recycling Association Fund. To build in an endowment fund within the Green Funds that will not only enable long term financial sustainability for projects and programmes within the areas but give opportunity to establish micro financing projects;
- To create Private, Public, Community Partnerships (PPCPs) that will enable long term funding avenues and sustainability of the organization;
- To develop and promote a public giving culture in Africa;
- To raise the level of membership to Environment Africa;
- To establish and operate a paid volunteers programme;
- To manage the finance and resources of the organization efficiently and effectively.

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Stanbic Bank Limited
Merchant Bank of Central Africa
Nedbank Malawi

Auditors

Ernst & Young
Chartered Accountants

Solicitors

Kantor & Immerman

ANNEXURE

THE AFRICA GREEN FUND



Initiated by Environment Africa, the Africa Green Fund is a social and environmental welfare fund established to enable secure and transparent financial funding of environmental and development projects within Southern Africa in line with one of our key objectives of ***Moving ... from Aid to TRADE.***

Our goal is to deal effectively with environmental challenges and to continue to develop and support strategies and projects to minimize economic impact on the environment in the area.

A Green Fund is a social and environmental welfare fund formed in a city, town, district or any agreed area by the community to raise and invest funds in projects that promote sustainable development in an environmentally progressive manner. A Green Fund invests in conservation and community based projects in and around the local area.

Funding is sourced at both local, national and international levels. The key to all local Green Funds is to provide the necessary funding and support so as to create ownership and long term sustainability to the selected areas, communities and protect and conserve our heritage.

The Africa Green Fund is the overall fund which will coordinate all other locally established Green Funds. The Victoria Falls Green Fund was the first localized fund to be established and was launched by the Minister of Environment, Hon. Francis Nhema in February 2010 and subsequently the Vumba Green Fund, Gache Gache Wilderness Area Green Fund and Umfurudzi Green Fund are operating. Other Green Funds are due to come online.