

**Pan-African Climate Justice
Alliance (PACJA)
Framework Strategy
2021-2030 &**

STRATEGIC PLAN

2021-2025



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COP25
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#TimeForAction



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ACRONYMS

AMCEN	- African Ministerial Conference on Environment
AMCHUD	- African Ministerial Conference on Housing and Urban Development
AMCOW	- African Ministers' Council on Water
ANEW	- African Civil Society Network on Water and Sanitation
AYICC	- African Youth Initiative on Climate Change
CBD	- UN Convention on Biological Diversity
CC	- Climate change
CGC	- Continental Governing Council
CRP	- Community Resource Person
CSA	- Climate-smart agriculture
CSO	- Civil society organisation
DNP	- Designated National Platforms
GCF	- Green Climate Fund
GE	- Green economy
ICRAF	- World Agroforestry Centre
ILO	- International Labour Organisation
IUCN	- International Union for Conservation of Nature
KPI	- Key Performance Indicators
M&E	- Monitoring and Evaluation
MEA	- Multilateral Environmental Agreement
NBS	- Nature-based solutions
NDA	- National Designated Authority
NDC	- Nationally determined contribution
NGO	- Non-governmental organization
NSA	- Non-state actor
PACJA	- Pan African Climate Justice Alliance
RE	- Renewable Energy
REC	- Regional economic community
SDGs	- Sustainable Development Goals
SILC	- Small Internal Lending Communities
SME	- Small and Micro-size Enterprise
SP	- Strategic plan
SWA	- Sanitation and Water for All
ToC	- Theory of change
UN	- United Nations
UNCCD	- United Nations Convention to Combat Desertification
UNDP	- United Nations Development Programme
UNEA	- United Nations Environmental Assembly
UNEP	- United Nations Environment Programme
UNFCCC	- United Nations Framework Convention on Climate Change
UN-Habitat	- United Nations Human Settlements Programme
WASH	- Water, sanitation and hygiene
WWF	- World Wildlife Fund for nature
YDA	- Young Digital Activist

FOREWORD FROM THE PACJA PRESIDENT



On behalf of members of our Alliance across Africa, the Continental Executive Committee and the Secretariat, I am excited to present our new Strategic Plan 2021-2025 and our framework strategy for the coming decade.

This plan is the final outcome of a process that began in late 2019 with a review of progress and lessons learned from implementation of our 2016-2020 Strategic Plan. This journey has engaged with a broad spectrum of our membership and partners through interviews, meetings, on-line workshops and documentation reviews. Despite the Covid-19 pandemic the process managed to move forward to framing out a new strategy that would build on what we had gained, achieved, and learned from the last few years.

The floods, cyclones, droughts, declining wildlife and ecosystems on our continent have reached crisis dimensions and our governments are not moving fast enough to combat them or mitigate their dreadful impacts. The injustices being foisted on the rights of our people, especially the poor and vulnerable cannot be accepted.

As African civil society we have a great responsibility to take action against these existential threats and to play our part in building just, sustainable societies across our continent. We are confident this new strategic plan is the route we must follow to achieve that. We urge you to join us.

Najwa Bourawi
President, PACJA

MESSAGE FROM THE EXECUTIVE SECRETARY

The launch of this new Strategic Plan comes at a point of crisis on our planet and on our continent. Five years on from the Paris Agreement on Climate Change and the setting of the Sustainable Development Goals, we know we are not moving fast enough to reach their targets; we are denying our children and grandchildren their rights to live out their lives in a sustainable environment that is critically threatened by the actions and inactions of older generations.

Africa is surely the most vulnerable region of the world to the impacts of climate change. The vast majority of our people are engaged in livelihoods that are dependent on our natural capital (soils, rainfall, forests, grasslands, mangroves and wetlands, fisheries, freshwater, wildlife tourism, seaside tourism, mining, etc.), and all those resources are highly vulnerable to climate change impacts. Africans have a low level of resilience to natural or economic shocks due to poverty, low savings, poor infrastructure and bad governance, among other challenges. That means that when our natural resources are depleted and climate related hazards erupt, we have nothing to fall back on.

“Imagine a poor person is standing outside a fancy restaurant... You walk by that person, go into the restaurant and order food. When you have finished eating, you go outside and say to the poor person, ‘You are paying’”.

- - *Daviz Simango, Mayor of Beira, Mozambique, speaking about the devastation of his city after Cyclone Idai in 2019*

We are paying the price for a changing climate and environmental devastation without having enjoyed the fruits of the kind of ‘industrial development’ that has caused this destruction. We call this climate and environmental injustice. We must stand together to reject it. We must stand together to pressure world governments to honour the targets they set in 2015. At the same time we must work together as African civil society to build the resilience of our communities to climate change. We can no longer just wait for our governments to do it. There isn’t enough time.

Unlike the climate negotiators, African civil society has come a long way in the last five years in terms of

stepping up our game in the struggle against these injustices. PACJA members have been increasingly effective in monitoring their governments’ Nationally Determined Commitments (NDCs) under the Paris Agreement, and in actively leading civil society in climate and environmental policy forums. Our national platforms have gone from strength to strength and are now the leading civil society voice on our issues in many countries. Our members have been leading the way on community engagement in sustainable forest management, renewable energy, media engagement, development of local government climate policies, and monitoring utilization of climate funds. At the continental and global levels we are now clearly recognized as the African civil society voice on climate change. And that’s exactly what we set out to be five years ago!

Given how far we have come since 2015, we are confident of playing an even more ambitious role over the next five and ten years. We want to accelerate the work the Alliance members have been doing on building community resilience to climate impacts and environmental destruction, promoting adoption of nature based solutions and greening livelihoods. We will strengthen our documentation of community successes and carry their messages to governments, to the private sector, and to the broader population.

We will build on this work to influence our policy makers and investors on better ways of growing. This will include channelling post-Covid-19 stimulus funds towards revitalizing economies and social conditions that mitigate the sort of natural resource depleting, inequitable and unjust development forces that have created our current crisis.

Thus our new Strategic Plan 2021-2025, with a Strategic Framework for the next decade, lays out our roadmap for achieving all that and more. We invite each one of our members, our partners, and other supporters to find your place in this plan, to see where it can help your organization be more impactful in moving towards climate and environmental justice. And we welcome you to see where and how you can contribute your energy, your knowledge, skills and commitment, to building our Alliance’s greater achievements through the 2020s.

¹ Quoted in ‘The Eye of the Storm’, Guardian Weekly, 08 January 2021

Imagine a poor person is standing outside a fancy restaurant... You walk by that person, go into the restaurant and order food. When you have finished eating, you go outside and say to the poor person, 'You are paying'.





0 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

PACJA is a coalition of civil society organization (CSOs) from 48 African countries that promotes climate and environmental justice at country, continental and global levels. PACJA sees its role as mitigating the injustices faced by vulnerable groups that have the least say in the decisions that governments make to address the climate, environmental and broader developmental challenges facing humanity, and that threaten the health of the planet.

Under its previous Strategic Plan 2016-2020, the Alliance members have succeeded in strengthening their effectiveness and impact. Building on the gains and lessons learned, and taking into account the many shifts in the political, economic, environmental and social context over the past five years (and notably the disruption occasioned by COVID-19 pandemic), PACJA has now designed a framework strategy to guide its work over the coming decade to 2030, and articulated a more detailed strategic planning document for the next five years, 2021-2025, as presented in this document.

The salient achievements of the 2016-2020 Strategic Plan include building PACJA's presence at country and regional levels and enhancing access to and recognition by governments, inter-governmental and UN agencies and by CSOs across the world. The heightened profile of the Alliance has strengthened the voice of African civil society. These gains need to be built on and up-scaled to meet the realities Africa and the world are facing in the third decade of the 21st Century. A new strategy needs to take into account many changed conditions that have hobbled progress in combating the climate crisis, resuscitating biodiversity, reducing the worsening inequality and assisting poorer economies to advance sustainable development.

There is a substantial role for civil society in general and PACJA in particular to play in promoting and enabling a re-envisioning of development in Africa and globally. Civil society actors see that solutions lie in a paradigm shift in public policy and civilian behaviour, but the nature of the threats and the compromising of responses to them present a strong line of resistance to that shift.

The Alliance's theory of change has been based on citizens acquiring knowledge which they use to put pressure on governments to uphold principles of environmental and climate justice. However, the experience of the past five years is that, although CSO advocacy activities have contributed to policy dialogue, they have not yet achieved substantial policy change.

While citizens need to be mobilized to demand action - and more so implementation of policies already in place - most have little idea of what they can do. Many African governments are also unsure how to take action. PACJA's new Strategic Plan is therefore driven by a revised ToC that sees fighting the climate and environmental crisis through positive local action and through advocacy built on community-level experience and knowledge of green growth approaches. In short, it is not just the articulation of 'needs and aspirations' that will change policy, but also solutions that don't wait for the government to propose and enact, but that show the government effective, tangible solutions to be written into policy and government programmes. This is ever more crucial as governments scramble for solutions to the economic and social disorder caused by Covid-19.

The overall goal for the 2021-2030 framework strategy is to ensure environmental and climate justice are a primary driver of sustainable growth and wellbeing for all people in Africa through mobilizing and empowering African civil society. The five new strategic objectives include: resilience and green growth; public engagement and mobilization; research, knowledge development and communication; policy and investment influence; holding duty-bearers accountable.

PACJA's operational effectiveness in terms of governance, communication, resource mobilization, capacity development, service delivery and monitoring and evaluation will be continuously strengthened to ensure the achievement of the above objectives. A major focus will be on building capacity of and expanding PACJA national platforms to serve as knowledge hubs and learning centres for member CSOs and youth and women's groups and indigenous communities.



1 INTRODUCTION

1. INTRODUCTION

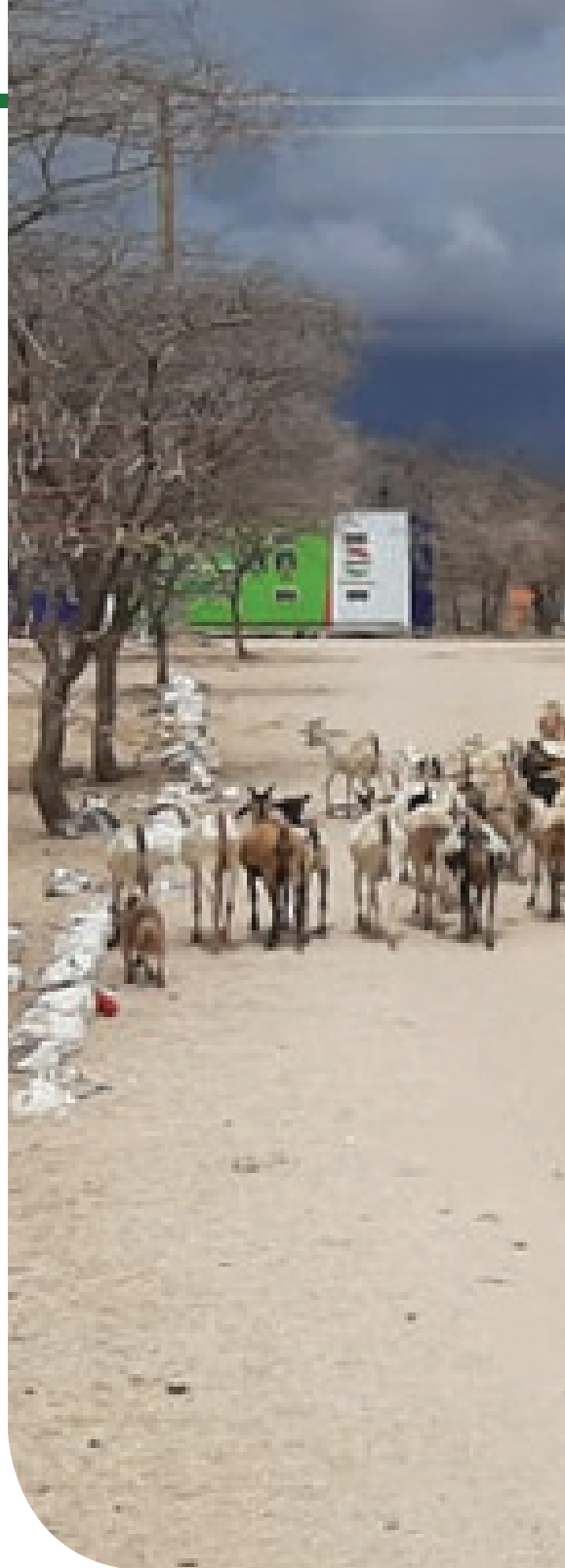
The Pan-African Climate Justice Alliance (PACJA) is a coalition of civil society organization (CSOs) from 48 African countries that are united in their commitment to promote climate and environmental justice at country, continental and global levels. The Alliance members, many of whom are grassroots organizations, work on diverse issues and are organized through national CSO platforms.

PACJA has been instrumental in supporting its member organizations and platforms to engage decision-makers and duty bearers in strategic policy dialogue processes and interventions at all levels. Amplification of the continent's voice and articulation of critical demands in international forums have been key hallmarks for the Alliance. Since its formation more than a decade ago, the Alliance has carved its own niche as one of the most dynamic, transformative and influential civil society platforms in climate change and environmental conversations, not only in the African continent, but globally.

At the heart of PACJA's work is the principle of climate justice, underpinned by the reality that the continent has contributed negligibly to the atmospheric stock of greenhouse gas emissions, yet it is the most vulnerable with limited resources to adapt to climate change impacts. The most vulnerable segments of society are the most endangered by climate impacts: indigenous peoples, pastoralists, women, the disabled, the young and the elderly. In an important sense it is young people who have most to lose from environmental destruction; it is their future lifetimes that are being gambled away.

At the same time it is also these vulnerable groups that have the least say in the decisions that governments make to address the climate and environmental crisis. This lack of voice adds to the injustice. PACJA sees its role as mitigating these injustices.

Under its previous Strategic Plan 2016-2020, the Alliance members and its partners have endeavoured to fulfil that role, and, to a large extent, have succeeded in strengthening their effectiveness and impact. Building on the gains and lessons learned through that effort, and taking into account the many shifts in the political, economic, environmental and social context over the past five years, it was time to revise its strategies. PACJA has now designed a framework strategy to guide its work over the coming decade to 2030, and articulated a more detailed strategic planning document for the next five years, 2021-2025, as presented in this document.





2 CONTEXT

CONTEXT

In 2015 PACJA members agreed on a strategic plan for the subsequent five-year period (2016-2020). It was designed to respond to the new global policy architecture emerging from the Paris Agreement on Climate Change, the Sustainable Development Goals and the Addis Agreement on Financing for Development.

Both the political and environmental contexts have evolved substantially in the intervening years, and PACJA has now needed to assess the effectiveness of its implementation of the 2016-2020 plan and, based on the findings as well as the new external realities, chart its path for the next decade. An external review of the 2016-2020 Strategic Plan² was undertaken in early 2020 with broad involvement of PACJA members, partners, and external stakeholders. It has provided substantial insight for the design of this new Strategic Plan.

The salient achievements of the period of the 2016-2020 Strategic Plan could be characterized as, firstly, the building of PACJA's presence at country and regional levels. Secondly, the Alliance gained enhanced access to and recognition by governments, inter-governmental and UN agencies in Africa and globally, as well as by counterpart CSOs and networks across the world. The third is a heightened profile of PACJA at continental and global levels, a corollary of which is that the voice of African civil society has a far broader reach than it did five years ago.

In light of this growth in strength and credibility, PACJA is in a position to 'step up its game', particularly through fostering substantive partnerships with major agencies, organizations and movements that work for complementary goals. At the same time PACJA can bolster its leadership in Africa on specific themes that are vital to climate and environmental justice, including renewable energy and energy transition; nature-based solutions, moving into resilience building and green economy approaches; just transition with a focus on Africa's youth, climate-related security, conflict/displacement and migration, and gender and climate change issues.

These cumulative gains made in the past few years need to be built on and up-scaled to meet the realities Africa and the world are facing as we move into

the third decade of the 21st Century. We do know that the political environment of 2020 is radically different from 2015 when three pivotal global agreements were signed, namely the Paris Agreement on Climate Change, the Sustainable Development Goals (SDGs) and the Addis Agreement on Financing for Development. The rise of populist, nationalist and climate change-denying regimes in a number of major economies has seriously constrained implementation of those agreements. It consequently has hobbled progress in mitigating climate change, resuscitating biodiversity, and availing the financial and technical resources required, as per the UN Framework Convention on Climate Change, to enable distressed economies to take the needed action on climate change.

At the same time, civil society is facing constraints to action as civic space shrinks due to those regressive forces. Environmental justice activists, as with other human rights defenders in many countries, face increasing threats and often violence and unlawful incarceration or even death. In a number of African countries we are seeing a clawing back of freedom of speech and democratic governance. A further challenge is declining donor support for advocacy work as development aid shifts ever more towards humanitarian assistance and trade-focused economic growth.

The news is not all dismal, however. Rising popular and political support for action on climate change and environmental degradation has risen dramatically over the past five years, particularly among the youth. Growing media use of the descriptors 'emergency' or 'crisis' when referring to climate change or biodiversity loss is a strong indicator of changing attitudes and narratives.

Lest we think that Africans are less concerned, findings from Afrobarometer's 2019 public opinion survey³ show that in 29 out of 34 surveyed countries at least half of citizens are familiar with climate change and a large majority of those say that it exacerbates threats to livelihoods and it is an issue that needs to be tackled. New movements such as Extinction Rebellion, the Swedish Teenager Greta Thunberg-inspired 'Fridays for Future' or isolated African youth efforts are raising activism for climate to unprecedented heights. The change of government in the USA at the

² Review of PACJA Strategic Plan 2016-2020: Final Report, Nottawasaga Institute, 30 June 2020

³ Change Ahead: Experience and awareness of climate change in Africa', Afrobarometer Policy Paper # 60, E. Selormey, M. Dome, L. Osse, & C. Logan, 2019

beginning of 2021, with its resolve to re-join the Paris Agreement, and the agreement between the USA and China, the world's two largest emitters of greenhouse gases, to work together to address climate change, is another important cause for hope.

Confounding and radically exacerbating these challenges and opportunities, however, is the global pandemic of Covid-19. From early 2020 the world has been engulfed in a health and economic crisis of existential proportions as a result of the pandemic. The situation in Africa has strained weak health systems, thrown economies into recession, caused massive unemployment and set development back decades. The ILO estimates 500 million workers will have lost their jobs due to the pandemic⁴. A very high percentage of these jobs will not come back once the pandemic has passed, as a multitude of businesses and organizations will also not have survived the pandemic. The pandemic has delayed disbursement of grants for project implementation and has compelled donor countries to divert resources towards combating the pandemic – focused on their own citizens first. This competition for donor funding has hit the climate sector hard.

The post-Covid period will necessarily be one of rebuilding and resuscitating on a massive scale. In light of this, momentum has been building internationally to promote 'building back better', ensuring that the massive investments that will be needed in restoring economies, creating jobs, and strengthening resilience through social infrastructure and safety nets, are driven by green growth approaches rather than the conventional trajectory of resource depletion and inequity.

Thus, while Covid-19 presents a serious threat to lives and livelihoods in Africa, it also presents an opportunity to re-envision our trajectories for development as a path towards resilience to climate change and embracing green growth via nature based solutions. US President Roosevelt's New Deal in the 1930s to help America recover from the Great Depression employed 5% of the male population in the Civilian Conservation Corps, planting, among other things, two billion trees⁵.

The concept of 'just transition' takes on a new urgency in a post-Covid world. Endemic vulnerabilities of African countries and communities to economic, environmental and social hazards (WASH services, health, education, gender-based violence, etc.) have been exposed and found wanting in the face of the pandemic and need to be the focus of recovery investments. Resilience needs to be built and livelihoods rejuvenated through investments in green energy, ecosystem restoration for sustainable water resources, forests and productive ecological agriculture, to give a few examples.

Someone will ask where resources for all this will come from. What is vividly clear in light of the response to the pandemic is that, with political will, the global community has capacity to mobilise sufficient resources to tackle monumental crises at any given time: in record time, trillions of dollars were mobilised especially in the North for reconstruction and vaccine development and deployment.

Just such cooperation of unprecedented proportions and massive resource mobilisation is required to get to net zero emissions of greenhouse gases by mid-century if we are to avoid catastrophic climate change impacts⁶. If the world leaders were able to respond with urgency to contain the Covid-19 pandemic, they can also rise to the occasion with similar urgency to prevent climate catastrophe. In the words of the UN Secretary General, "we urgently need every country, city, business and financial institution to join this coalition and adopt concrete plans for transitioning to net zero."⁷

Imperatively, African civil society should play its rightful galvanising role in shaping policy narratives through informing, advocating, building capacity and knowledge and monitoring legitimate efforts across the continent. All these efforts should be geared towards ensuring that the urgency of climate action is clearly articulated and connected to conversations around climate action (and particularly the Paris Agreement implementation), African Union's Agenda 2063 and UN's Agenda 2030.

⁴ ILO Monitor; 'COVID-19 and the world of work', Updated estimates and analysis, Sixth edition, 23 September 2020

⁵ <https://campussuite-storage.s3.amazonaws.com/prod/1471330/4ba60489-72e7-11e7-99ef-124f7febbf4a/1808991/5277bd16-9984-11e8-8f77-1236f486c430/file/chap23.pdf>

⁶ IPCC, 2018: Summary for Policymakers. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E.

⁷ Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.).

Climate action for people and planet: The time for hard decisions is now, Antonio Guterres, April 23rd 2021
<https://www.standardmedia.co.ke/editorial/article/2001410564/climate-action-for-people-and-planet>

Framing PACJA's Response

There is a substantial role for civil society in general and PACJA in particular to play in promoting and enabling such a re-imagining in Africa and globally. But we must remind ourselves of the 'realities' referred to above. Can we not anticipate that they will hobble the 'building back better' momentum as much as they have hobbled progress in implementing global pacts on mitigating climate change and resuscitating biodiversity?

There will be need for massive investment in energy production, and we should expect the fossil fuel industry is preparing to ramp up investment in oil, coal and gas exploration and extraction. The urgency to create jobs will entice governments to focus on labour-intensive projects without regard to environmental impact and sustainability. Felling of forests for timber and to make way for exportable cash crops will be viewed as a viable strategy to recover economies from their pandemic-induced depression. And there will be the inevitable rent-seeking culture aiming to capture its own share of recovery funds.

These are real threats to the optimism of 'building back better', and in light of this it will fall on civil society to show and convince governments, and, where feasible, private sector, what 'better' looks like and why they should follow this path.





3 LESSONS FROM THE 2016-2020 STRATEGIC PLAN

LESSONS FROM THE 2016-2020 STRATEGIC PLAN

The accelerating fears of climate change, biodiversity loss and other anthropogenic pressures has shifted in intensity, and is now compounded by the fear – and all too increasingly the reality – of loss of livelihood and life through the global pandemic. While civil society actors are convinced that solutions lie in a paradigm shift in public policy and civilian behaviour, the nature of the threats and the compromising of responses to them present a strong line of resistance to that shift. At the same time they can represent a fruitful basis for changing what needs to be done and what can be done by African civil society.

PACJA’s current theory of change (ToC) posits that citizens acquire knowledge based on which they put pressure on their governments to uphold principles of environmental and climate justice through laws, policies, programs and services.

However, the experience of pursuing this theory of change over the past five years is that, although CSOs advocacy activities have contributed to policy dialogue, they have not yet achieved substantial policy change. Neither has public mobilization so far had a significant influence on policy change among African governments. Illustratively, governments are quick to engage in very constructive policy consultations, sometimes supported by donor partners – but it is one thing to formulate a policy, and another thing to implement it.

Nonetheless, it is important to recognize that many of the outcomes envisioned in the Strategic Plan 2016-2020 will inevitably need more time; the social, economic and political paradigm shifts required for mitigating and reversing the climate and environmental crises were never going to be easy to achieve. And now they are further complicated by the pandemic, social disorder, and economies in free-fall.

In light of the lessons learned from the 2016-2020 Strategy, the report of the Review of the PACJA Strategic Plan 2016-2020 has offered observations on subsequent contextual shifts that warrant adjusting some elements of the ToC. The review notes that:

Government negotiations are moving too slowly to avert climate and ecosystem catastrophe – national self-interest is over-riding the reality that we are all in this together to sink or to swim.

Citizens need to be mobilized to demand action; while a substantial portion of the African population believes that something needs to be done to address climate change, most have little idea of what they can do. Many African governments are also unsure how to take action.

Optimism is a stronger motivator than fear (fear being the environmentalists’ default message), and empowerment is the foundation of optimism – if I know what to do and how to do it, the threat turns into a challenge.

Empowering citizens to take action (through broad mobilisation to generate a critical mass) – to fight the crisis through positive local action and through advocacy – should be at the foundation of civil society’s modus operandi: political will and policy change respond to public pressure.

Witnessing positive results builds momentum (evidence-based advocacy, backed by credible studies and best-practices) resonates across wide sectors of society, changes ways of working, and influences policy-makers.



In short, it is not just the articulation of ‘needs and aspirations’ that will change policy, but also solutions that don’t wait for the government to propose and enact, but that provide evidence to the government of effective, tangible solutions to be written into policy and government programmes. This is ever more crucial as governments scramble for solutions to the economic and social disorder caused by Covid-19.

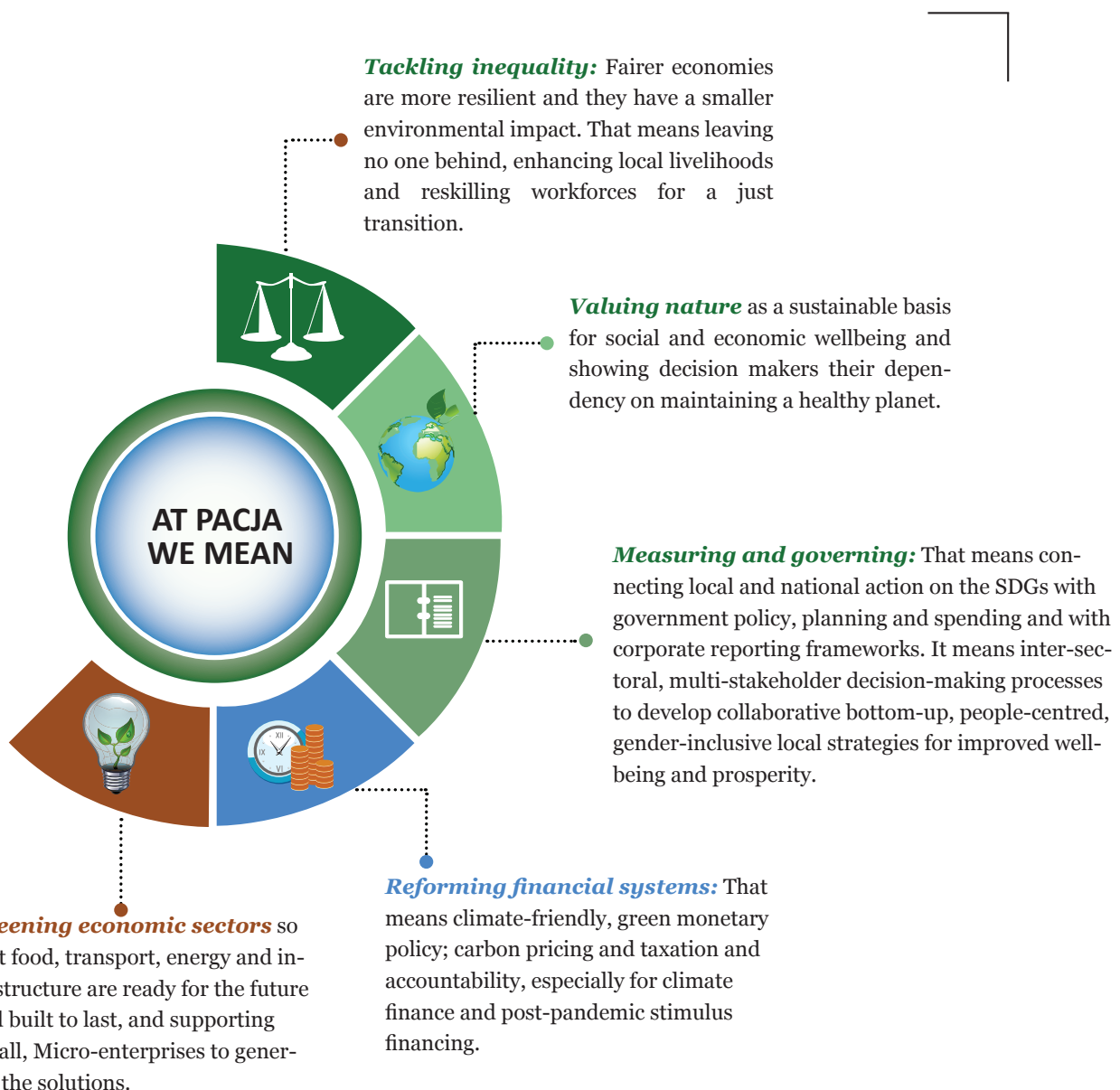


4 A NEW THEORY OF CHANGE

A NEW THEORY OF CHANGE

PACJA's Framework Strategy 2021-2030, governing the Strategic Plan 2021-2025, will be driven by a revised theory of change that is shown in Figure 1. Raising awareness is not enough to create demand for policy change and government action on climate-resilience, transition to low-carbon pathways, green growth and environmental justice. People need to 'taste the fruit' of such a shift to sustainable economic and social development first – in a time of post-pandemic recovery from massive job losses, business closures and conflict and insecurity, addressing basic needs will be imperative.

To do this sustainably means addressing the inequities and injustices that have been highlighted by the pandemic, including the environmental and social imbalances that underlay them, and the political and economic power structures that perpetuate those inequities and imbalances. PACJA will be a consummate contributor to the African continent's transition to low-carbon, climate-resilient, fair and equitable development trajectories, by which we mean⁸:



⁸ Adapted from Green Economy Coalition, 'GEC Global Meeting 2019: Background Briefing & Context'

To address all this PACJA, through its members, Secretariat, platforms, partners and initiatives, will catalyse action to accelerate ‘tasting the fruit’ and using the results to mobilize pressure and support advocacy for investment and policies towards climate and environmental justice for sustainable solidarity and prosperity in Africa

ToC Narrative:

The logic of the ToC goes as follows:



TOC NARRATIVE

PACJA Theory of Change 2021 – 2030

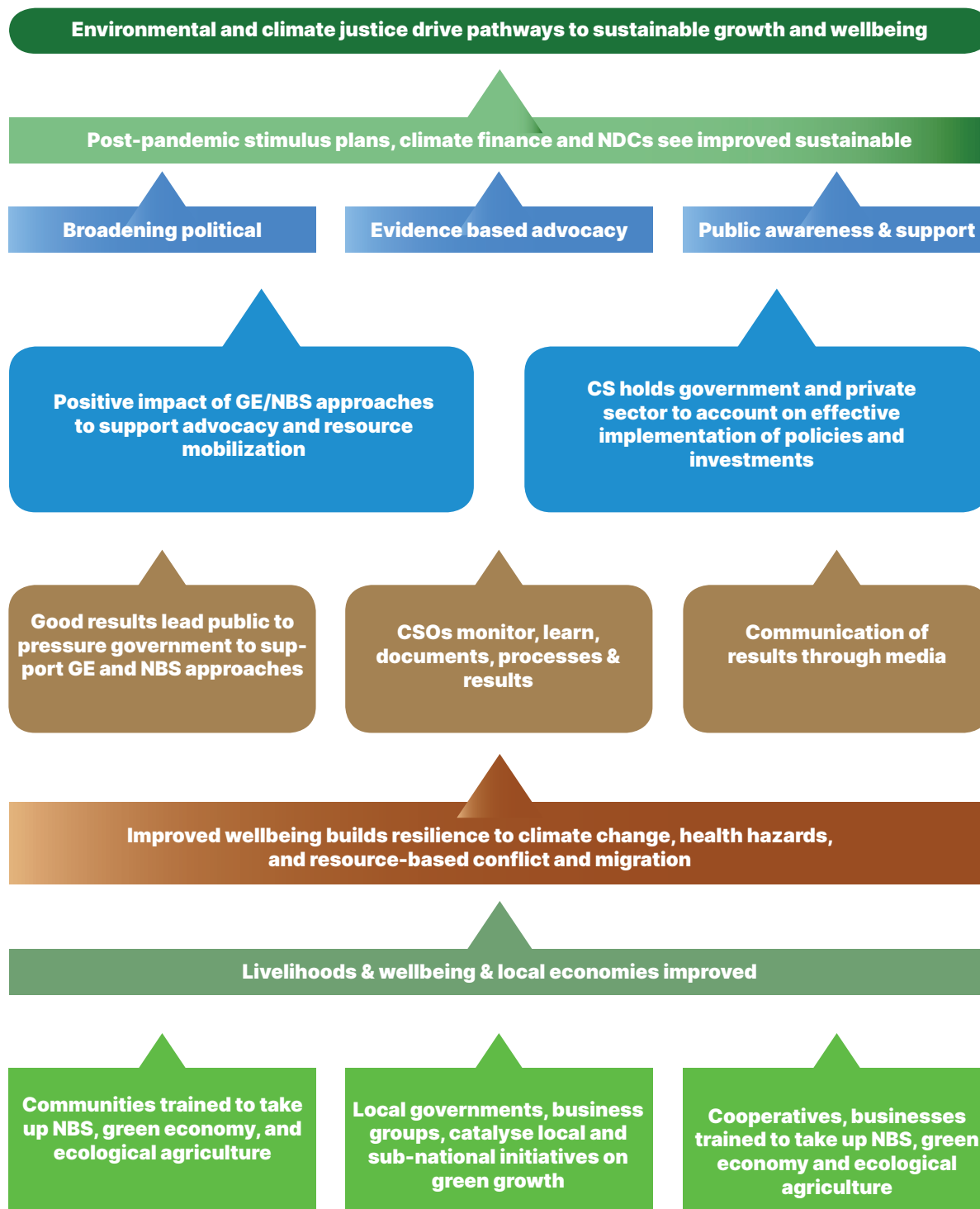


Figure 1: PACJA Theory of Change 2021-2030



5 PRINCIPLES & VALUES

5. PRINCIPLES & VALUES

PACJA's Vision and Mission, as defined in its constitution, are the foundation for determining the Alliance's principles and values. They are as follows:



Vision

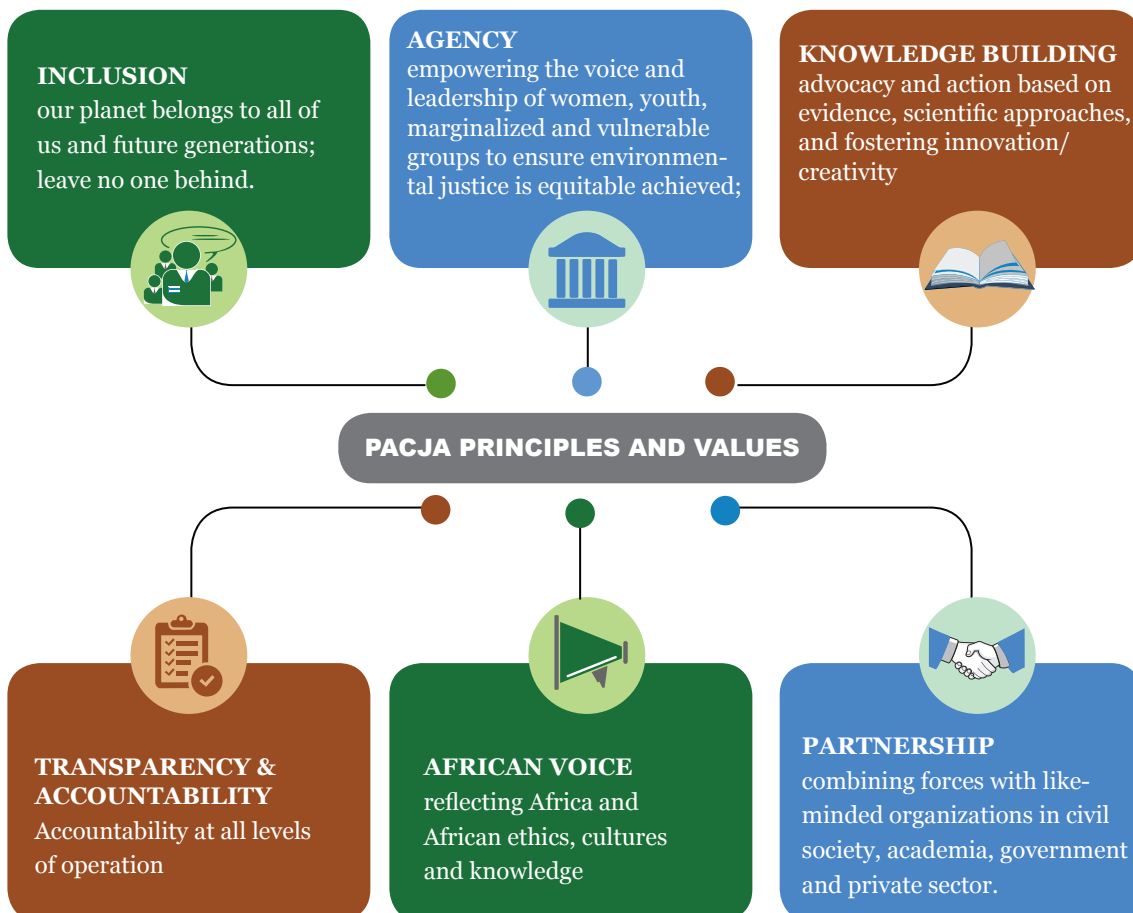
The Alliance envisions a global environment free from the threat of climate change with sustainable development, equity and justice for all.

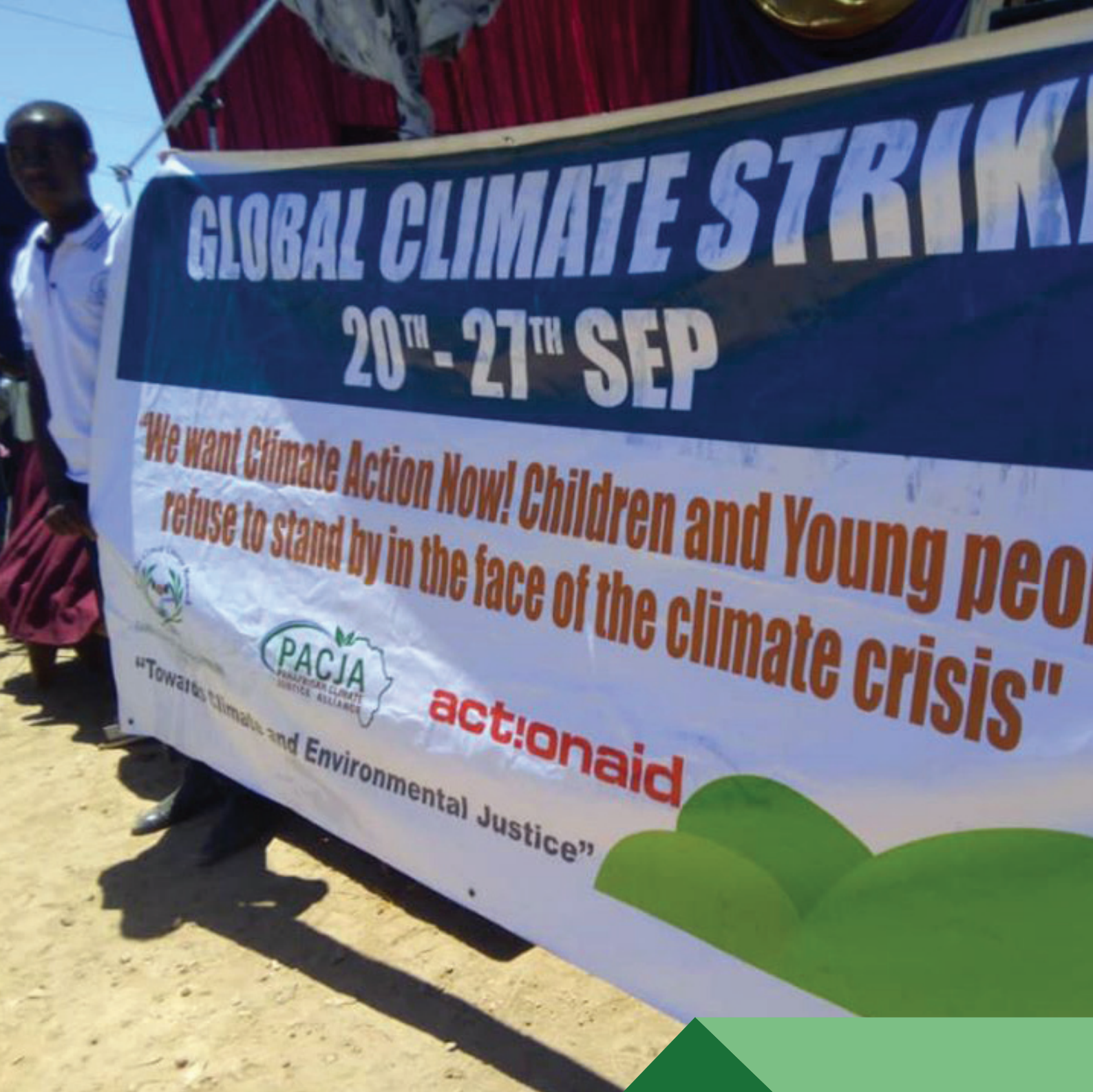


Mission

The Alliance's mission is to develop and promote pro-poor development and equity based positions relevant for Africa in the international climate change dialogues, interventions and related processes.

In concert with the Vision and Mission, and following the above theory of change in pursuit of the goal and strategic objectives of the 2021-2030 Framework Strategy, the Alliance will be guided by the following principles and values.





6 STRATEGIC OBJECTIVES FOR THE FRAMEWORK 10-YEAR STRATEGY AND STRATEGIC PLAN 2021-2025



STRATEGIC OBJECTIVES FOR THE FRAMEWORK 10-YEAR STRATEGY AND STRATEGIC PLAN 2021-2025

Building on the framework afforded by the above theory of change, the following goal and strategic objectives will guide PACJA's work over the coming years. It is envisioned that these strategic objectives will remain as the structure of our operating strategy until at least 2030, while the identified key results outlined in the subsequent section are intended only for the first five-year period. They will be reviewed and adapted as needed for the subsequent five-year period, depending on the external context at that time.

Goal

To ensure environmental and climate justice are a primary driver of sustainable growth and wellbeing for all people in Africa through mobilizing and empowering African civil society



Strategic Objective 1:

Resilience and transformative greening livelihoods – to accelerate post-pandemic economic recovery, livelihood security and social cohesion - including conflict mitigation -through innovation and adoption by communities, social groups and businesses of technologies and strategies using resilient green growth approaches and nature-based solutions.

Individual and family livelihoods and security (food security, energy security, water security, etc.) are the number one priority for African citizens, and the more that people understand that achievement of these is dependent on the sustainable health of ecosystems, and the more they experience the value of resilient, “greener” approaches in achieving those ends, the greater will be the momentum towards a sustainable future with ‘no one left behind’. Conversely, when resource-related conflicts occur, it is important that climate change and ecosystem conservation are a factor in mediation approaches.

Strategic Objective 2:

Public engagement and mobilization – to enhance citizens' knowledge and endorsement of sustainable pathways to realization of climate and environmental and human rights, and to mobilize and empower citizens in Africa and globally to pressure their governments on such rights.

This objective is to ensure that pandemic recovery, climate and environmental financing is invested in initiatives, programmes and services that aim to equitably realize those rights and ensure that realization of these rights is embedded in the governments' international commitments, such as their periodically revised NDCs, and that the voice of African civil society and citizens is amplified at all levels.

Strategic Objective 3:

Research, knowledge development and communication – To enhance influence on policy review and change through building the capacity of PACJA's membership and broader civil society/Non-State Actors (NSAs) to gather and share knowledge and build the evidence base on the efficacy of innovative, synergistic, collaborative local action for enhancing community resilience and post-pandemic prosperity through resilient green growth and nature-based approaches.

“If you're going to speak truth to power, make sure it's the truth.”

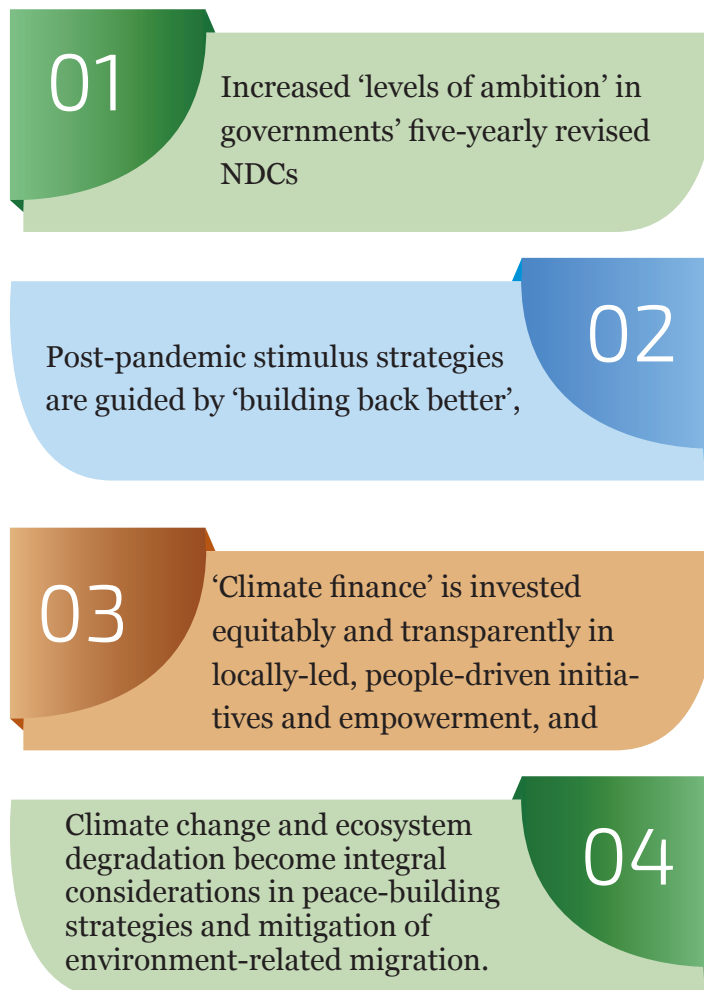
– Margaret Atwood

While the aim of strategic objective one is to generate solutions, the aim of this objective is to provide the evidence of the efficacy of those solutions in order to convince and inspire upscaling and to influence policy decisions. It will require partnering with research organizations and 'communities of practice', and building capacity of PACJA national platforms in monitoring, evaluation and learning mechanisms.

Strategic Objective 4:

Policy and investment influence – to increase government and private sector commitment at local, national, regional and international levels to achieving post-pandemic economic recovery and social development through sustainable green growth and nature based approaches.

This objective will contribute to the realization of environmental and climate justice for all people in Africa, and particularly the most vulnerable and affected by the crises of climate change, Covid-19 and degradation of ecosystems and biodiversity. The objective has four over-arching advocacy targets that should guide all PACJA programs and projects over the next five to ten years, to ensure that this increased commitment is reflected in:



Strategic Objective 5:

Holding duty-bearers accountable – to support civil society and citizens generally to actively monitor the compliance of African governments, businesses and social institutions against their constitutional and international responsibilities to human rights in the context of environmental and climate justice and the post-pandemic recovery efforts.

An important component of this will be to promote government transparency in progress reporting to their citizens and to the international community on these investments and programs. It will necessitate building capacity of PACJA national platforms in public finance analysis as well as general M&E skills.





7 RESULTS FRAMEWORK

RESULTS FRAMEWORK

We will measure our impacts and results using a set of Key Performance Indicators (KPIs) under key result areas for each strategic objective. Indicative KPIs are outlined below, for amendment and augmentation by the Alliance.

a. KRA 1:

Resilience and transformative greening livelihoods

Impact level

- Improved wellbeing builds resilience to climate change impacts (e.g. droughts, floods, forest fires, pest infestations, etc.) and health hazards, and mitigates resource-based conflict and migration.

Outcome level

- Local and sub-national initiatives are catalysed to facilitate collaborative action on resilient, green growth strategies among local governments, civil society, youth, worker groups and businesses;
- Households improve wellbeing with renewable energy, ecological agriculture & other transformative and cleaner technologies (biogas slurry, improved cook stoves, etc.)
- Communities see revitalized, cleaner water supply and ecosystem services from re-forested/conserved water towers, wetlands, river catchments, mangrove forests, coral reefs, etc.
- New businesses created and youth find jobs in cleaner, green growth approaches: renewable energy, ecological agriculture, resilient greener agri-business, waste management & re-cycling, nature-based solutions, etc.
- Private sector and Small and Micro Enterprises (SMEs) and Women-controlled Small Internal Lending Communities (SILCs) profit from GE and low-carbon development strategies

Output level/Activities

- national platforms identify from their active grassroots members “Community Resource Persons” (CRPs) to work closely with thematic coordinators to catalyse bottom-up action at local levels
- national platforms train/facilitate members to engage with local devolved systems of governments and community and business groups to promote local transformative

growth strategies/solutions

- partnerships built with technical agencies to support local green growth strategies (RE, ecological agriculture, wetland/watershed rehabilitation, etc.) and conflict mediation (to integrate climate change and ecosystem considerations)

b. KRA 2:

Public engagement and mobilization

Impact level

- Citizens galvanise critical mass to pressure governments to ensure that pandemic recovery, climate and environmental financing is invested to equitably realize climate and environmental rights and that these rights are embedded in the governments’ national/international commitments, including NDCs.

Outcome level

- Positive results motivate the public to pressure governments to support and promote transformative green initiatives and Nature-based solutions approaches through policies and investments.

Output level/Activities

- Young Digital Activists (YDAs) and Community Resource persons recruited by Thematic Leaders and/or DNPs to serve as intergenerational facilitators of community outreach and engagement
- Media engagement broadens public awareness of climate and environmental threats and raises interest in alternative, transformative development solutions.
- National platforms conduct advocacy campaigns to raise awareness of and support for inclusive green growth in post-Covid recovery plans and NDCs
- Women, youth, refugees, small producers & other vulnerable groups empowered to actively engage in policy dialogue at all levels

c. KRA 3:

Research, knowledge development and communication

Impact level

- Policy change (at sub-national, country, AU/regional, and UNFCCC/UN/global levels) influenced by PACJA-generated knowledge and evidence on the efficacy of innovative, transformative, collaborative bottom-up, people-centred action for enhancing community resilience and post-pandemic prosperity through resilient green growth and nature based approaches.

Outcome level

- Knowledge products enhance government and public awareness at country, regional and global levels (e.g UNFCCC, Green Climate Fund, WB, IMF, etc) of African national and local vulnerabilities to climate change & environmental degradation and to viable, sustainable solutions.
- Knowledge development and sharing partnerships and networks and communities of practice operationalized and enhance quality and impact of knowledge products.

Output level/Activities

- capacity of PACJA national platforms built to serve as knowledge hubs and learning centres for transformative change needed to combat climate crisis
- PACJA members and other NSAs are trained in monitoring, documentation, research and communication techniques to better record and disseminate achievements of the above.
- Communication mechanisms developed for member interactive sharing

d. KRA 4:

Policy and investment influence

Impact level

- Governments (UNFCCC/CBD/UN) and Private Sector (Trans-National Corporations) committed to achieving post-pandemic economic recovery and social development through sustainable and resilient green growth and ecologically-just na

ture-based approaches and this is reflected in increased 'levels of ambition' in African governments' revised NDCs and in regional and global policy and program pacts such as at AMCEN, AU, UNFCCC, GCF, CBD, etc., as well as SDG-16 (Peace, justice and strong institutions).

Outcome level

- Governments' post-pandemic stimulus plans witness improved developmental and economic impact of climate finance catalysed through CSOs engagement and community buy-in.
- NDCs and related pacts reflect progressively higher ambition especially in promoting community-driven resilient green growth approaches, and African Common Position and other African inter-governmental inputs to global climate and environmental forums reflect the same.
- Resilient green growth investment strategies are being promoted by private sector leaders in targeted African countries
- Climate change and ecosystem degradation become integral considerations in peace-building strategies and mitigation of environment-related conflict resolution and displacement/migration.

Output level/Activities

- Positive results provide evidence of impact of resilient green growth and ecologically-just NBS approaches to support advocacy and resource mobilization, and for incorporation in NDCs and for projecting African perspectives at global (UNFCCC,CBD) level.
- Alliances formed at regional and global levels with like-minded networks (NSAs) to advance specific policy propositions related to climate justice and the transition to low-carbon, climate-resilient development trajectories.
- PACJA, its members and allies forge strategic partnerships with private sector associations at national, regional and global levels to catalyse the shift to the desirable and transformative climate-resilient green growth investments and sustainable production/consumption practices
- PACJA dedicated Initiatives, sector-specific CSO forums engage with Regional Economic Communities (RECs);

regional CSO forums recognized by RECs (e.g. East Africa CSO Forum, SADC-NGO Forum, West Africa CSO Forum, etc.) establish/strengthen CC/environment working groups led by PACJA members to engage with the RECS on these issues.

- Climate change and ecosystem degradation become integral considerations in peace-building strategies and mitigation of environment-related migration.

e. KRA 5:

Holding duty-bearers & CSOs accountable

Impact level

- Progressive improvement in transparency of reporting by African governments, businesses and social institutions on implementation of their constitutional and international obligations to human rights in the context of environmental and climate justice.

Outcome level

- CS holds government and private sector to account on effective implementation of policies and investments, ensuring that climate and pandemic recovery investments are channelled to inclusivity and sustainability-driven targets.

Output level/Activities

- National platforms monitor and report on progress and gaps in NDC implementation and share counter reports in relevant forums (UNFCCC, GCF, CBD, etc.) – activity to be scaled up from the current eight countries to at least twenty by 2023
- Platforms monitor transparency, accountability, equity, and environmental sustainability of utilization of climate funds and post-pandemic recovery investments; linkages forged with the Africa GCF NDA Knowledge Network Platform to ensure national platforms can engage with their respective GCF National Designated Authority
- National platforms advocate for freedom of information laws and their implementation, and where possible forge alliances with relevant groups like Transparency International
- Partnerships fostered with legal fraternity to support legal aid for defence against infringements of environmental rights, and to drive strategic litigation cases at regional or global courts, aiming to achieve broader impact beyond the case
- Build the capacity of African Climate Legislative Initiative, Pan African Parliament, REC Assemblies and individual National Assemblies to lobby and promote laws/legislation to enable the implementation of climate action and international protocols.





8

MEANS OF IMPLEMENTATION

MEANS OF IMPLEMENTATION

a. Overview

PACJA's operational effectiveness in terms of governance, communication, resource mobilization, capacity development, service delivery and monitoring and evaluation will be continuously strengthened to ensure the achievement of the above objectives.

A major focus will be on building capacity of, and expanding PACJA national platforms and Dedicated Initiatives to serve as knowledge hubs and learning platforms for member CSOs, smallholder producers, youth and women's groups and indigenous communities to catalyse transition to a low-carbon, climate-resilient development future, green economy and nature-based solutions initiatives.

At the same time there is an urgent need to strengthen the institutional sustainability and effectiveness of the Alliance. Programme management structures will progressively move from project modality to institutionalize its focus, nurturing new leadership in program management positions. The institutional relationship between members, national platforms, Dedicated Initiatives and secretariat as defined in the revised constitution, need to be widely understood and owned by the broader membership.

b. Institutional strengthening

The restructuring plan will be reviewed in order to ensure clarity on the structure of the Secretariat. Clarity on the roles and relationships between the secretariat and national platforms, Dedicated Initiatives and the members will be included in this process. This will be presented to the highest decision-making organ, the General Congress and the Continental Governing Council and on adoption a clear implementation plan will be prepared as well as consultations on how this will impact members.

Regional-level and national-level focal points will be established and engagement with regional bodies through memoranda of understanding will be formalised. The regional focal points will also play a role in their respective regional CSOs forum (e.g. East Africa CSO Forum, SADC-NGO Forum, West Africa CSO Forum, etc.), with a specified mandate to spearhead work of their respective forums on climate and environment justice advocacy with the RECs.

Now that there is broad 'brand recognition' of PACJA,

this will be underpinned with a comprehensive communication strategy and a professional and expanded communication department.

c. Capacity building

The emphasis for PACJA capacity building over the strategic plan period will be on the national platforms, Dedicated Initiatives and allied sector-based platforms.

These will be facilitated to serve as knowledge hubs and learning platforms for member CSOs, smallholder producers, indigenous peoples, youth and women's groups to catalyse transition to a low-carbon, climate-resilient development future through green economy and nature-based solutions initiatives. Platform hubs will be supported to document impact of initiatives and work with media to disseminate results and advocate for government and international/global action. Community Resource Persons and Young Digital Activists will constitute the core of this work.

Other areas for capacity building of national platforms will include advocacy skills, M&E and resource mobilization.

d. Mainstreaming Gender

PACJA will play much more of a leadership role on gender and climate issues given its visibility and its broad membership reach. A gender mainstreaming strategy will be developed that ensures gender-focused design in all programs and projects, including in advocacy work with governments and women's leadership in community resilient green growth empowerment approaches. To ensure coherent implementation and positive outcomes of the gender strategy relevant indicators will be incorporated into the performance monitoring framework for the overall Framework Strategy 2021-20230 Building partnerships and dialogue with gender-focused CSOs and gender units of regional/international organizations will be a key entry point.

e. Resource mobilization

Given the breadth of work and emerging issues in international dialogue on climate change a dedicated fundraising strategy will be developed at the national, regional and global levels to create a more focused approach. Capacity will be built at the Secretariat for

this and with the national platforms and Dedicated Initiatives. Joint fundraising initiatives between Secretariat, joint Initiatives and national platforms will be pursued.

f. Partnerships

PACJA cannot implement this new Strategic Plan on its own. Addressing the climate crisis demands joining hands with many others. We will build strategic program partnerships with relevant specialised organizations to link with PACJA's network to implement relevant strategies (e.g. UNEP, UN-Habitat, ILO, UNDP, WWF, Birdlife, ICRAF, Oxfam, CARE, IUCN, Wetlands International, Greenpeace, ANEW, etc.).

We will also build strategic programme partnerships with key sectoral and thematic networks to accelerate mobilization around climate and environmental justice issues and green growth innovation solutions. We believe that capacitating the youth sustainably needs a special focus. Young people should be seen as the primary rights holders in the context of climate justice – it is their right to live out their lives in a sustainable environment that is most threatened by the actions/inactions of older generations. In this sense PACJA has a role like a duty bearer to ensure that the voice of youth is heard and responded to by decision-makers. We will take measurable steps to empower partner youth networks and facilitate their access to climate and environmental dialogue at all levels.

And we will build strategic program partnerships with key women's networks to ensure gender

responsive policies and strategies towards realization of environmental and climate justice.

Platform hubs will be encouraged to engage with private sector-led resilient green growth movements, while holding companies to account for transgressions and to promote just transition of labour.

g. Monitoring and evaluation

Improved documentation and reporting of projects across the board is required in order to generate communication materials and evidence of work. This can be used for: evidence based advocacy, fundraising for the secretariat and fundraising for the members. Such an approach will highlight the impact that PACJA is having.

Policy and advocacy work needs to be rigorously monitored and evaluated. This is a complex task that needs to take into account a wide range of influences on decision-makers, and determining what change can be attributed to the work of PACJA. Clear policy change targets need to be articulated under strategic objective 4, and measurable indicators of progress towards those targets determined.

This will be done at the national level and at the secretariat level to produce learning and evidence of policy impact. Capacity building on monitoring skills and tools will thus be undertaken at all levels.

The following logical framework analysis (LFA/ logframe) will provide the basis for developing a performance monitoring framework tool to be used at Secretariat and country levels.





9 LOGICAL FRAMEWORK

PACJA Strategic Plan 2021-2025

Logical Framework

FOCUS	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISKS
Goal	Outcomes	Performance Indicators	Assumptions – Risks
<p><i>To ensure environmental & climate justice are a primary driver of sustainable growth & wellbeing for all people in Africa through mobilizing & empowering African civil society</i></p>	<p>I. Resilience & Transformative Greening Livelihoods: Improved wellbeing builds resilience to climate change impacts and health hazards, and mitigates resource-based conflict and migration</p>	<ul style="list-style-type: none"> ● Local and sub-national initiatives are catalysed to facilitate collaborative action on green growth strategies among local governments, civil society, youth, worker groups and businesses; ● Households improve wellbeing from RE, ecological agriculture & other green technologies (biogas slurry, improved cook stoves, etc.) ● Communities see revitalized, cleaner water supply and ecosystem services from re-forested/conserved water towers, wetlands, river catchments, mangrove forests, coral reefs, etc. ● Reduced environment-related migration and insecurity 	<p>Political will continues to support compliance with global and continental agreements</p> <p>Vaccine against Covid-19 becomes widely accessible in Africa allowing markets to function well and social interaction to rejuvenate</p>
	<p>II. Public Engagement & Mobilization: Citizens galvanize critical mass to pressure governments to ensure that pandemic recovery, climate and environmental financing is invested to equitably realize climate and environmental rights and that these rights are embedded in the governments' national & international commitments, including NDCs</p>	<ul style="list-style-type: none"> ● Positive results of green growth initiatives motivate public to pressure governments to support and promote transformative green initiatives and NBS approaches through policies and investment 	<p>Governments adhere to civic rights to freedom of expression and public participation in policy dialogue.</p>
	<p>III. Research, Knowledge Development & Communication: Policy change at all levels influenced by PACJA-generated knowledge and evidence on the efficacy of innovative, transformative, collaborative, bottom-up, people-centred action for enhancing community resilience and post-pandemic prosperity through resilient green growth and nature based approaches.</p>	<ul style="list-style-type: none"> ● Knowledge products enhance government and public awareness at country, regional and global levels of African national and local vulnerabilities to climate change & environmental degradation and to viable, sustainable solutions. ● Knowledge development and sharing partnerships and networks and communities of practice operationalized and enhance quality and impact of knowledge products. 	<p>Communication technologies remain viable</p>

	<p>IV. Policy & Investment Influence: Government and private sector committed to achieving post-pandemic economic recovery and social development through sustainable and resilient green growth and ecologically just nature based approaches and this is reflected in increased 'levels of ambition' in African governments' revised NDCs and in regional and global policy and program pacts such as at AMCEN, AU, UNFCCC, GCF, CBD, etc., as well as SDG-16 (Peace, justice and strong institutions).</p>	<ul style="list-style-type: none"> ● Governments' post-pandemic stimulus plans witness improved developmental and economic impact of climate finance catalysed through CSO engagement and community buy-in. ● Governments' updated NDCs and related pacts reflect CSO input towards higher ambition in resilient green growth targets, and African Common Position and other African inter-governmental inputs to global climate and environmental forums reflect the same. ● resilient green growth investment strategies are promoted by private sector leaders in targeted African countries. ● Climate change and ecosystem degradation become integral considerations in peace-building strategies and mitigation of environment-related conflict resolution and displacement/migration. ● Increased CSO voice in the demand for environmental justice for all. 	<p>Government interest in co-operating with CSOs, & willingness to shift policy & practice</p> <p>Post-pandemic economic recovery materializes</p>
	<p>V. Holding Duty Bearers Accountable: African governments, businesses and social institutions strengthen transparency of reporting on implementation of their constitutional and international obligations to human rights in the context of environmental and climate justice</p>	<ul style="list-style-type: none"> ● Civil society holds government and private sector to account on effective implementation of policies and investments, ensuring that climate and pandemic recovery investments are channelled to inclusivity and sustainability driven targets ● CSO reports of state of environmental & climate justice at regional, sub-regional & national level increase government action to ensure compliance ● Governments' willingness to share compliance reports with CSOs on environmental and climate justice issues 	<p>Pandemic subsidies to allow for economic re-building</p> <p>Constrictions on civic space imposed during pandemic are eased.</p>

PACJA Strategic Plan 2021-2025

Logical Framework

Key Result Areas (KRAs)

KRA	Outputs	Performance Indicators	Assumptions – Risks
Goal	Outcomes	Performance Indicators	Assumptions – Risks
I. Resilience & Transformative Greening Livelihoods	i. Collaborative local resilient green growth strategies developed among local governments, civil society, youth, women, disabled, worker groups and businesses	<ul style="list-style-type: none"> ● CSO national platforms identify priority issues at country level ● Partner agencies & CSOs identified to provide financial & technical resources 	Social cohesion at level of target communities
	ii. Communities assisted with training & technical support for initiatives on renewable energy, ecological agriculture, improved cook stoves, resource related conflict mitigation, etc., with a specific focus on women and youth.	<ul style="list-style-type: none"> ● Local businesses grow in responding to increasing demand for goods & services for green initiatives ● Youth/women/disabled find jobs in RE, CSA, green agri-business, waste management & re-cycling, NBS, etc. ● Youth/women/disabled start own businesses using GE approaches ● Nature-based solutions integrated in conflict mediation efforts 	
	iii. Community resource persons mobilized to raise local understanding of climate change and green growth opportunities	<ul style="list-style-type: none"> ● Increased up-take of green growth & NBS approaches by community members ● Community experience and perspectives documented for sharing in national forums & media 	
II. Public Engagement & Mobilization	i. Young Digital Activists (YDAs) & community resource persons (CRPs) recruited by Thematic Leaders and/or DNPs to serve as intergenerational facilitators of community outreach and engagement	<ul style="list-style-type: none"> ● YDAs and CRPs trained on CC and SDG issues and on NDCs and green growth approaches for community sustainable development ● YDAs and CRPs collect and disseminate local success stories on social media and through national platform campaigns ● YDAs and CRPs conduct sensitisation and awareness campaigns on CC,SDGs and green growth approaches 	
	ii. Media engagement broadens public awareness of climate and environmental threats and raises interest in alternative, transformative development solutions.	<ul style="list-style-type: none"> ● Increased media training on CC & SDG issues and at national level on NDCs and green growth approaches for post-Covid stimulus finance ● National platforms trained on media engagement ● Increase in CC stories in mainstream & on-line media outlets ● Increased broadcast of dialogues/forums on climate and environmental issues on mainstream media 	Governments adhere to civic rights to freedom of expression and public participation in policy dialogue

	iii. Increased advocacy campaigns by National platforms to raise awareness of and support for inclusive green growth in post-Covid recovery plans and NDCs	<ul style="list-style-type: none"> ● National platforms trained and supported in public advocacy campaigning, including provision of tools for developing messages, case studies, & public mobilization techniques. ● Community success stories documented by CRPs and YDAs used in advocacy campaigns ● Advocacy campaigns held for inclusive green growth in post-Covid recovery plans and NDCs 	Political climate will be conducive for implementation of the activities
	iv. Women, youth, refugees, small producers & other vulnerable groups empowered to actively engage in policy dialogue at all levels	<ul style="list-style-type: none"> ● Case studies on initiatives by women, youth & other vulnerable groups disseminated ● Capacity building activities for women & youth & their participation & contributions in related meetings ● Increase in number of active vulnerable groups engaged in policy dialogue fora 	
III. Research, knowledge development & communication	i. Capacity of national platforms built to serve as knowledge hubs and learning centres for transformative change needed to combat the climate crisis	<ul style="list-style-type: none"> ● partnerships forged with relevant research institutions ● online database developed to profile relevant skills to meet the needs of the organisation & its members ● Targeted research undertaken with partners, including academic and research bodies, & widely disseminated on climate change, environment, climate security & sustainable development issues. ● YDAs publish knowledge products on social media documenting local initiatives 	Willingness of communities and local governments to participate and facilitate documentation and research activities
	ii. PACJA members and NSAs are trained in monitoring, documentation, research and communication techniques to better record and disseminate achievements.	<ul style="list-style-type: none"> ● Quality and quantity of project reports improved ● Publishing of reports and case studies of member activities increased ● Advocacy info-pack developed to include media releases, policy briefs; visuals, cartoons; media campaign tools, and website and social media 	
	iii. Communication mechanisms developed for member interactive sharing	<ul style="list-style-type: none"> ● Network learning mechanisms established, through which members share experiences, challenges & solutions. ● Training & resources provided to members on CC, environment & SDG issues & processes ● Simplified versions of key instruments (SDGs, UNFCCC Paris outcome document, etc.) developed 	

<p>IV. Policy & Investment Influence</p>	<p>i. National platforms engage with governments in formulation of green growth-focused post-pandemic stimulus plans & NDC strengthening using evidence of impact of resilient green growth /ecologically just NBS approaches</p>	<ul style="list-style-type: none"> ● National platforms identify opportunities for strengthening NDC planning and implementation and provide inputs to government policy & program design ● Platforms advocate for post-pandemic financing as well as other CC financing to be driven by NDCs and other green growth approaches ● CSOs support implementation of NDCs on targeted issues. 	<p>Political climate will be conducive for implementation of the activities</p>
	<p>ii. PACJA, its members and allies identify opportunities and form strategic partnerships with private sector associations to catalyse the shift to transformative climate resilient green growth investment and sustainable production and consumption practices</p>	<ul style="list-style-type: none"> ● Joint initiatives with private sector at national, regional and global levels on circular economy strategies and sustainable consumption campaigns 	<p>Openness of private sector to engage with civil society</p>
	<p>iii. National platforms & other PACJA initiatives and groups contribute input to regional & global policy on CC & environmental matters & programs</p>	<ul style="list-style-type: none"> ● National platforms engage in public consultation mechanisms with government policy processes ● Alliances formed at regional and global levels with like-minded networks to advance specific policy propositions related to climate & environmental justice and the transition to low-carbon, climate-resilient development trajectories. ● PACJA members advocate Regional Economic Communities (RECs) CC and environmental policies through regional CSO forums. ● PACJA dedicated Initiatives, sector-specific CSO forums (e.g. ACSEA for Energy; ACLI for Parliamentarians; PAMACC/TAAFA for media; YDAs for youth; GCF Watch for climate finance; etc.) engage with RECs. ● Members project African perspective at global level with input to priority MEAs (e.g. CBD, UNFCCC) & environmental forums (UNEA, AMCEN, SWA, AMCOW, AMCHUD, etc.) 	<p>CSO networks agree to collaborate</p>
	<p>iv. Climate change and ecosystem degradation become integral considerations in peace-building strategies and mitigation of environment-related migration.</p>	<ul style="list-style-type: none"> ● Research findings of Horn of Africa Climate Security Working Group contribute to wider use of climate change and ecosystem degradation considerations in peace-building strategies and mitigation of environment-related migration. ● Country level forums established to deliberate on underlying causes of and solutions to insecurity and migration related resource access and climate change 	

<p>V. Holding Duty Bearers & CSOs Accountable</p>	<p>i. National platforms monitor and report on progress and gaps in NDC implementation</p>	<ul style="list-style-type: none"> ● Members trained in use of NDC monitoring and tracking tools in at least 20 countries by 2023 ● Reports published on compliance at national, regional & global levels in relevant forums (UNFCCC, GCF, CBD, etc.) 	<p>Governments willing to share data</p>
	<p>ii. Platforms monitor transparency, accountability, equity, and environmental sustainability of utilization of climate funds and post-pandemic recovery investments</p>	<ul style="list-style-type: none"> ● Tools developed for monitoring accountability at national, sub-regional & regional levels ● Tracking reports on climate finance published ● Tools developed/adapted and utilized for tracking implementation of recovery strategies ● Linkages forged with the Africa GCF NDA Knowledge Network Platform to ensure national platforms can engage with their respective GCF National Designated Authority 	
	<p>iii. National platforms advocate for freedom of information laws and their implementation</p>	<ul style="list-style-type: none"> ● Reports published on compliance of governments with FOI laws and policies ● Alliances forged with relevant groups such as Transparency International 	
	<p>iv. Legal support provided to defend against infringements of environmental rights, and to drive strategic litigation cases at regional or global courts, aiming to achieve broader impact beyond the case</p>	<ul style="list-style-type: none"> ● Partnerships fostered with legal fraternity to support legal aid for defence against infringements of environmental rights ● Reports published on court cases of CC & environmental rights ● CSOs trained on compliance monitoring, ratification, domestication & tracking of policy formulation & implementation 	
	<p>v. Build the capacity of African Climate Legislative Initiative, Pan African Parliament, REC Assemblies and individual National Assemblies to lobby and promote laws/legislation to enable the implementation of climate action and international protocols.</p>	<ul style="list-style-type: none"> ● X# parliamentary forums provided training on climate action opportunities and international agreements. ● PACJA national platforms trained and facilitated on skills and techniques for engaging with parliamentarians. 	
	<p>vi. Self-accountability procedures adopted & implemented by PACJA (Secretariat, governance structures, national platforms, initiatives & members)</p>	<ul style="list-style-type: none"> ● forums conducted to review member/partner commitments 	

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STRATEGIC PLAN 2021-2025