



STRATEGIC PLAN

2026-2030



PACJA

STRATEGIC PLAN

2026 - 2030

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ACKNOWLEDGEMENTS

This Strategic Plan (2026–2030) is not the product of a single Author but the collective wisdom, lived experiences, and unwavering commitment of the entire Pan-African Climate Justice Alliance (PACJA) fraternity. It embodies the voices of our Secretariat, the dedication of our 54 Designated National Platforms (DNPs), the strategic guidance of our Continental Executive Board, and the solidarity of our Partners—Faith-based institutions, Academic centers, women’s movements, youth movements, Indigenous networks, Labour movements, and civil society Allies—who walk alongside us in the pursuit of climate justice.

We extend our deepest gratitude to the over 2,000 member organisations (who constitute the Continental Governing Council and General Congress) spanning every corner of the African Continent, whose daily struggles, innovations, and resistance form the moral and operational foundation of our Alliance. Your courage in the face of ecological degradation, economic marginalisation, and political exclusion continues to anchor PACJA’s mission in truth and justice.

We extend special recognition to the participants of the February 2025 Annual Convening in Addis Ababa, where DNPs and Secretariat teams reflected on our shared journey under the 2021–2030 Strategic Framework. The insights shared—on shrinking civic space, donor volatility, gendered climate impacts, youth agency, and the promise of locally-led adaptation—have directly shaped the contours of this document.

We are particularly indebted to the Departmental Leads, DNPs Coordinators, and Sectoral-Thematic focal persons who, in the weeks following the convening, meticulously translated collective reflections into structured narratives, proposed actions, and strategic refinements. Your willingness to interrogate assumptions, name gaps, and reimagine possibilities—while honoring institutional memory—has given this review its analytical depth and programmatic relevance.

We also acknowledge the intellectual and operational contributions of our flagship initiatives: the Climate Justice Impact Fund for Africa (CJIFA), which has proven that trust-based, flexible financing can unleash grassroots power; and the Nairobi Summer School on Climate Justice (NSSCJ), which has nurtured a new generation of Pan-African climate justice leaders and Advocates rooted in praxis, solidarity, and critical consciousness.

To our Donor Partners, Allies, and technical partners—past and present—thank you for believing in a vision of climate action that centers people over profit, justice over technocracy, and Africa’s agency over external prescription.

Above all, we honor the resilience of frontline communities—women farmers in the Sahel, pastoralists in the Horn, fisherfolk along our Coasts, Urban poor in our swelling Cities, and Indigenous Guardians of our forests—whose lived realities continue to define what climate justice truly means. This document is ultimately a Covenant to you: to amplify your voices, defend your rights, resource your solutions, and ensure that no climate policy is made without you.

This Strategic Plan is offered not as a final word, but as a living commitment—to learn, adapt, and act in alignment with the values that bind us as a movement.



Through the Africa Climate Legislation Initiative (ACLI), PACJA effectively engagement Pan African Parliamentarians in numerous climate change policy processes

FROM THE GOVERNANCE DESK

Board Chair's Statement

Dear Colleagues and friends,



In 2008, a baby was born, and as we reflect back, we appreciate with gratitude the far we have come as Pan Africa Climate Justice Alliance many years down the line. The Alliance has grown to become the largest civil society Consortium advocating for climate justice in Africa. Through PACJA, the concept of climate justice has been amplified, the Alliance has become the voice of the vulnerable communities at the frontline of the climate crisis and its tentacles have spread far and wide to cover 54 countries in Africa. We have also experienced astronomical growth in membership which stands at 2000 organizations and counting. This has made PACJA a real case study of the power of Non-State Actors (NSAs) in policy influencing and shaping the African Narratives on climate change discourse.

Through the years, we have strengthened our governance systems, programs and initiatives to enable us discharging our mandate in the continent effectively. Today, we are proud to see a robust governance structure characterised by a functional General Congress (GC), Continental Governing Council (CGC), the Continental Executive Board (CEB) and a Secretariat through which the Alliance runs its functions. This GC, which comprises 3 members from each of the 54 countries where PACJA has a presence, exhibits clear evidence that the Alliance is rooted in all countries, with physical presence in every corner of Africa. Since its inception, the Alliance has become the de facto civil society voice in Africa on climate justice.

Without any iota of doubt, PACJA has been instrumental in shaping the climate change policy discourses at sub-national, national, regional and global levels through the Designated National Platforms (DNPs), which have achieved impressive growth over the years. The national platforms are the pillars that anchor the work of the Alliance at the very grassroots level. We have experienced the impact of PACJA's interventions, especially in influencing climate change-related policies at the national and sub-national levels.

As we enter our Strategic period 2026-2030, we must reflect on the future we envision for the Alliance, and we must reflect on the dynamic nature of global climate conversations, including the ever-changing geopolitical paradigm, which will define our context in the next 5 years of implementation of this strategic plan. I do not doubt that fidelity to our Strategic Plan will be useful in navigating these realities. Africa is looking up to us to provide the much-needed leadership, and, therefore, we cannot afford to drop the baton.

Dr. Najwa Bourawi

Board Chairperson

Pan-African Climate Justice Alliance

Executive Director's Statement

Esteemed members and stakeholders,



PACJA started as a humble idea, but in close to two decades, the Alliance has grown to become a formidable movement across Africa and beyond. Together, we have catalyzed significant and progressive changes in the climate change landscape, not only in Africa but across the globe. We have influenced and shaped critical policies at sub-national, national, and Regional levels, working in concert with other Pan African institution, civil societies, private sector players, among other Non-State Actors (NSAs). Indeed, it is our capacity to mobilise and galvanise voices from the continent as well as unmatched prowess in convening strategic dialogues on the continent and beyond that distinguishes PACJA from others.

The Alliance has contributed a great deal to the transformation which we see today in the climate justice conversations; from enhanced localisation of climate action; increased awareness and knowledge on climate change among the youth; enactment of climate change policies at the country level; progression in capitalization of adaptation and loss & damage instruments; enhanced dialogue processes between governments and NSAs, among other elements of change in the climate change discourse processes. Together, we have harnessed the power of solidarity and collective action to catalyze building of climate-resilient communities across Africa, enabled by advocacy on equitable and inclusive strategies responsive to the needs of the most vulnerable- guided by our strategic plan 2021-2025.

The implementation of the Strategic Plan 2021-2025 was marked by significant challenges and opportunities driven by climate change, geopolitical tensions, socio-economic inequalities, and wars being experienced in Gaza and Ukraine. Perhaps one of the most dramatic paradigm shifts during this period was the rise of right-wing movements and governments in Europe and the USA, which led to deprioritisation of the climate change agenda.

These factors not only shaped policy priorities, development initiatives, and the responses by governments, civil society, private sector and international organisations, but they also impacted the flow of funds to finance aggressive climate change advocacy and resilience-building, particularly in Africa. This necessitated the employment of pragmatic approaches in the implementation to align with the evolving geopolitical context.

Five years down the line, the lingering effects of the pandemic are still evident as many countries haven't fully recovered from the impacts of COVID-19. Developing countries, particularly in Africa, faced heightened economic vulnerabilities due to inflation, mounting debts, and limited fiscal space. Climate-induced disasters, including prolonged droughts, floods, and cyclones, escalated, disproportionately affecting marginalised communities. Global negotiations under the UNFCCC emphasised on climate finance, adaptation, and capitalisation of a Loss and Damage fund – notably the operationalisation of the Barbados mechanism - which has now paved the way for countries to receive grants for loss and damage. However, access to finance

remained a pressing challenge for African nations. The advancement of the adaptation agenda, with the adoption of 59 indicators, and commitment to triple adaptation finance by 2035 based on the 2025 baseline at COP30, has implications for advocacy approaches spilling over to our strategic period 2026-2030.

The Strategic Plan 2026-2030 is designed to enable the Alliance to wade through the emerging context which is gravitating towards a new world order. This strategy maintains the strategic objectives based on our Strategic Framework 2021-2030, but it presents more agile implementation approaches consistent with the realities of the new local and global paradigms. Together, we can forge a path towards a more sustainable, resilient, and just future for all.

Dr Mithika Mwenda

Executive Director - PACJA



ACRONYMS

Acronym	Full Form
PACJA	Pan African Climate Justice Alliance
DNP	Designated National Platform
MEARL	Monitoring, Evaluation, Accountability, Reporting and Learning
SO	Strategic Objective
CJIFA	Climate Justice Impact Fund for Africa
NSSCJ	Nairobi Summer School on Climate Justice
ACSEA	Africa Coalition for Sustainable Energy and Access
FLLOCA	Financing Locally-Led Climate Action
NDC	Nationally Determined Contributions
CGC	Continental Governing Council
CSO	Civil Society Organization
GC	General Congress
HRD	Human Rights Defender
AU	African Union
REC	Regional Economic Community
GCF	Green Climate Fund
GST	Global Stocktake (UNFCCC)
TOC	Theory of Change
KPCG	Kenya Platform for Climate Governance
AET	Africa Energy Transition
SCEJU	Strengthening Climate and Environmental Justice Unit
CEB	Continental Executive Board
TUTEGRATED	Tujiinue Tena (Let us uplift each other again) Integrated Project

Acronyms and terminologies:

Core Concepts and their strategic significance to PACJA

This Strategic Plan Review draws upon a set of institutional acronyms that reflect PACJA's architecture, programmatic pillars, and continental positioning. These are not merely technical shorthand but embodiments of PACJA's identity, strategy, and operational logic. Understanding them is essential to grasping how the Alliance functions as a movement, a network, and a driver of climate justice across Africa.

Pan African Climate Justice Alliance (PACJA) is a continental consortium of over 2,000 civil society organisations across 54 African countries. PACJA is not a service provider but a solidarity platform, uniting grassroots groups, faith-based institutions, Indigenous communities, women's groups, youth networks, and environmental NGOs under a shared vision of people-centred, rights-based, and just climate action.

Designated National Platforms (DNPs) are PACJA's national anchors—country-level coalitions that translate continental strategy into localised action. DNPs serve as strategic entry points for policy engagement, community mobilisation, and accountability. They are the primary interface between PACJA's Secretariat and national civil society, ensuring that advocacy is grounded in local realities.

Monitoring, Evaluation, Accountability, Reporting and Learning (MEARL) is PACJA's institutional backbone for data generation. Far beyond compliance, MEARL is a justice-centered system that tracks not just activities, but power dynamics, policy influence, and community empowerment. The 2026–2030 MEARL Strategy positions this function as a strategic enabler—ensuring that PACJA learns from its work, remains accountable to its base, and uses data to strengthen advocacy.

Strategic Objectives (SOs) are the five pillars of PACJA's 2021–2030 Strategic Framework: (1) Resilient and Transformative Green Livelihoods, (2) Public Engagement and Mobilisation, (3) Research and Knowledge Development, (4) Policy and Investment Influence, and (5) Holding Duty Bearers Accountable. These SOs are movement imperatives guiding all programming, partnerships, and positioning through 2030.

Climate Justice Impact Fund for Africa (CJIFA) is PACJA's flagship financing mechanism for locally-led climate action targeting frontline communities. Launched to channel resources directly to grassroots CSOs, CJIFA operationalises PACJA's commitment to trust-based philanthropy, community agency, and justice-led climate action. It is both a funding instrument and a learning laboratory, demonstrating how small, flexible grants, when paired with financial, institutional and programmatic capacity support, can catalyze scalable, community-owned solutions.

Nairobi Summer School on Climate Justice (NSSCJ) is PACJA's leadership incubator, a pan-African training and movement-building initiative that has trained over 2,500 emerging climate justice advocates since 2021. NSSCJ is more than a school; it is a political school

of praxis, equipping participants with the analytical, strategic, and moral tools to challenge extractive systems and advance just transitions. Its Alumni form a critical constituency for PACJA's future, bridging research, advocacy, intergenerational equity and grassroots mobilisation.

Africa Coalition for Sustainable Energy and Access (ACSEA) is an initiative advocating for a people-centered energy transition. ACSEA challenges fossil fuel expansion and promotes renewable energy models that prioritize equity, public ownership, and community benefit—particularly for women, rural populations, and marginalized energy users.

Financing Locally-Led Climate Action (FLLOCA): A flagship program by Kenya government supported by the World Bank and other partners, aiming at empowering communities to design, finance, and implement their own climate adaptation solutions. FLLOCA aligns with PACJA's mission by promoting decentralized, participatory climate governance and serves as a critical platform for testing and scaling locally led, community-owned climate resilience initiatives.

Nationally Determined Contributions (NDCs) are national climate plans submitted by governments as parties to the Paris Agreement. PACJA engages with NDCs not as technical documents, but as crucial development instruments. PACJA advocates for their alignment with human rights, gender justice, and community priorities, and holding states accountable for their implementation through monitoring, budget tracking, and public campaigns.

Human Rights Defenders (HRDs) refer to individuals and groups at the frontlines of environmental and climate justice. PACJA prioritizes the protection, visibility, and legal support of HRDs, recognizing that climate justice cannot advance without the safety and agency of those who defend land, water, and community rights.

African Union (AU) and Regional Economic Communities (RECs) are key continental governance bodies with which PACJA engages strategically in climate policy and advocacy processes.

Theory of Change (TOC) is PACJA's shared understanding of how change would occur from our intervention. It maps the pathways from strengthened civil society and informed advocacy to policy influence and community resilience. The PACJA TOC remains unchanged in the 2026–2030 strategic plan, but its assumptions are continuously tested through MEARL and adapted in the light of geopolitical and ecological shifts.

Together, these acronyms map PACJA's ecosystem of influence—from local communities to global forums—and reflect an Alliance that is at once rooted, rigorous, and relentlessly committed to justice.

EXECUTIVE SUMMARY

The Strategic Plan Review (2026–2030) marks the culmination of PACJA's decade-long journey under its 2021–2030 Strategic Framework. This is not a new strategy, but a precision-guided refinement of implementation approaches to ensure that the final five years deliver on PACJA's mission in a multi polar world driven by geopolitical alignments, rise of the right-wing government in USA and Europe among other aspects that define our operating context in the coming 5 years of implementation of our strategic framework.

Drawing on exhaustive input from Secretariat staff, Designated National Platforms, and allies, this strategy reaffirms PACJA's five Strategic Objectives while recalibrating focus areas to reflect:

- The geo-political and geostrategic shifts taking place and that continue to define urgent shifts, priorities and strategic alignment
- The emerging risks to our core narratives as advanced in multilateral agreements and the need to recalibrate climate justice and other mutually reinforcing narratives.
- The structural realities of shrinking civic space and donor volatility
- The emerging opportunities in critical minerals, digital advocacy, and South-South solidarity
- The lessons derived from the implementation of the previous strategy of the Alliance and lessons from a host of initiatives that shape our strategic thinking, designs for effectiveness and operational effectiveness
- The registered growth in our mobilization and movement building and growing leadership of divergent interest groups - women, youth, indigenous peoples, and marginalized communities in advancing the climate justice discourse

The Pan African Climate Justice Alliance (PACJA) remains firmly anchored in its vision, mission, and core values and principles that have guided its evolution from a continental coalition into Africa's definitive voice for climate justice. These elements are not aspirational abstractions, but operational compass that shape program design, partnership choices, advocacy positions, and internal governance.

The Vision and Mission as affirmed and enshrined in the 2021–2025 Strategic Plan continue to define PACJA's moral and strategic posture as it enters the final phase of its decade-long strategic journey (2026–2030).

VISION: An Africa where climate justice is realized through equitable, ecologically sound, and community-led actions – reflecting PACJA's unwavering commitment to a future in which climate solutions are not imposed from above, but co-created, owned, and led by those most affected communities across the continent

MISSION: To unite, amplify, and empower African civil society to influence climate and environmental governance for just and inclusive outcomes – encapsulating PACJA's role as a convenor, amplifier, and enabler of Africa's diverse civil society ecosystem.

This mission will be pursued through implementation of five (5) mutually supportive and reinforcing strategic objectives:

- **STRATEGIC OBJECTIVE 1:** Resilient and Transformative Green Livelihoods – advancing resilient and transformative green livelihoods, anchored on climate action in community-led economic agency, ecosystem integrity, and social equity
- **STRATEGIC OBJECTIVE 2:** Public Engagement and Mobilization – consolidating ability to convene, amplify, and mobilize a vast, diverse, and deeply rooted movement of civil society actors
- **STRATEGIC OBJECTIVE 3:** Research and Knowledge Development - ensuring that advocacy is driven by rigorous, Africa-generated evidence that reflects the realities of frontline communities.
- **STRATEGIC OBJECTIVE 4:** Policy and Investment Influence – bridging grassroots realities with continental and global policy processes, ensuring that Africa's climate positions are not only technically sound but rooted in justice, equity, and lived experience.
- **STRATEGIC OBJECTIVE 5:** Holding Duty Bearers Accountable – bolding out mechanisms to hold governments, financial institutions, and corporations answerable for their climate commitment and their failures, and making policy promises a reality.

The strategy embodies bold adaptative approaches to drive the strategic aspirations and too leverages on the growth and lessons from a number of strategic initiatives and platforms that PACJA is implementing and coordinating across Africa, including and not limited to the Designated National Platforms (DNPs), Non-State Actors Platforms on climate action, Multi-stakeholder convenings for shaping visions and initiatives such as ACSEA, NSSCJ and CJIFA, to name a few. The bold intent is to anchor Africa's climate justice narratives in continental platforms such as the Africa Climate Summit, ClimDev-Africa Partnership convenings and beyond through well-coordinated Non-State Actors efforts. PACJA will also deepen its role as an enabler of locally-led adaptation by systematically linking grassroots innovations to policy influence, climate finance access, and other aspects of climate justice advocacy.

This strategy repositions its partnerships in resource mobilization to reduce dependency on traditional donors and build self-reliant infrastructure. This entails scaling non-traditional financing, including diaspora philanthropy and social enterprises through private-sector partnerships. Leveraging national-level multi-stakeholder platforms to tap on global shifts in donor funding towards national level funding has been embraced.

The MEARL Strategy (2024–2025) will serve as the backbone of accountability, learning, and evidence generation. In this strategy, MEARL has been designed to advance learning, reframing of action, and to inform real-time strategy adjustments, especially in response to geopolitical volatility.

In an era of unprecedented climate uncertainty and geopolitical realignment, a reimagined, revitalized, governance and institutional structures that guarantee institutional efficiency, effectiveness and impact is not a luxury. The strategy provides for measures that ensure the General Congress, the Continental Secretariat, the Board and all organs embrace governance in inclusion, agility, and foresight, providing efficient support to the DNPs for impact at national and subnational levels.



1

INTRODUCTION AND REVIEW PROCESS

In accordance with the institutional rhythm established under PACJA's 2021–2030 Strategic Framework, this document constitutes a formal review and refinement of the final implementation phase (2026–2030). It maintains the Alliance's foundational mission, vision and the five Strategic Objectives as outlined in the framework, these remain steadfast and unchanged. This document therefore presents strategic recalibration of how PACJA will deliver on its commitments in light of evolving political, economic, technological, and socio-ecological realities across the African continent and at global level.

The development of this review has been deeply participatory and evidence-informed, anchored in four key sources of insights and reflections. First, a comprehensive Secretariat-wide brainstorming session held in October 2025 brought together department leads, thematic specialists, the governance teams, strategic partners, and designated DNPs representatives to critically assess progress in implementation of strategic Plan 2021-2025, institutional strengths, operational gaps, and forward-looking priorities. This internal consultation generated detailed, structured reflections on each Strategic Objective, governance dynamics, movement-building approaches, and cross-cutting systems such as finance, human resources, communications, and risk management.

Second, the review is firmly grounded in the “PACJA inputs and Reflections: 2025–2030 Strategic Planning” document, which synthesizes feedback from 34 Designated National Platforms (DNPs) and Secretariat units following the February 2025 Continental Governing Council meeting in Addis Ababa, Ethiopia. This input captures nuanced contextual analyses—from political transitions in Nigeria and South Africa to green investment trends in Rwanda and Ethiopia—and identifies shared priorities such as strengthening climate finance access, deepening youth and women's leadership, advancing community-led adaptation, and institutionalizing accountability mechanisms.

Third, the PACJA MEARL Strategy (2024–2025) serves as the methodological backbone of this review, providing a coherent framework for evidence-based learning, adaptive management, and accountability. Its five pillars: - Systems Strengthening, Capacity Development, Learning Enhancement, Accountability Improvement, and Evidence-Based Advocacy have been integrated throughout this document to ensure that reflection translates into actionable, measurable, and learning-oriented programming. The MEARL

Strategy's emphasis on tools like Activity Info, outcome harvesting, and policy influence -this directly informs how PACJA will monitor and adapt its work in the final phase of the strategic framework.

Finally, this review remains faithful to PACJA's public institutional identity, as articulated on its official website (<https://pacja.org/>) and in the strategic framework 2021-2030. The core principles upheld by PACJA as an institution that is people-centered, rights-based, and just and inclusive continue to define PACJA's approach, while its Strategic Objectives provide the strategic anchor for all proposed enhancements.

The resulting document is not a static blueprint, but a living, operational guide designed to serve multiple critical functions. It will inform the development of annual workplans and MEARL-aligned data collection instruments for DNPs, the Secretariat, the Board, PACJA initiatives and the General Congress; It will anchor PACJA's advocacy narratives, leadership in innovations, partnership strategies, and resource mobilization efforts through 2030, positioning the Alliance as Africa's definitive voice for climate justice in an era of unprecedented planetary and geopolitical transformation.



2

STRATEGIC CONTEXT - GEOPOLITICAL, SOCIO ECONOMIC, AND CLIMATE REALITIES (2026–2030)

PACJA operates at a historic inflection point, where the urgency of the climate crisis intersects with profound geopolitical realignments, institutional transitions, and technological disruptions. The strategic environment of 2026–2030 is characterized not only by escalating climate impacts, but by a reconfiguration of global power, finance, and solidarity trends that simultaneously threaten and enable Africa's climate justice narrative and movements. Understanding this context is essential to calibrating PACJA's final strategic phase with the precision, agility, and moral clarity that frontline communities deserve.

2.1 Geopolitical Shifts

The global political landscape is undergoing tectonic shifts that directly impact climate governance and financing. Foremost among these is the volatility of U.S. climate policy. As highlighted in both the MEARL Strategy and Secretariat reflections, the return of a Trump administration poses a significant risk to international climate finance flows, including funding for civil society and adaptation programming in Africa. The growing shifts from public provision as captured in the Paris Agreement, in favour of capitalistic-centric climate financing is a defining one, posing certainty in funding of climate action. This uncertainty necessitates a strategic pivot away from overreliance on traditional western Donors and gravitate toward diversified, resilient, and Africa-owned financing models that insulate the Alliance from external political whims and paradoxically a global dearth of climate justice narrative.

Simultaneously, the expansion of BRICS+ with the formal inclusion of Ethiopia, Egypt, Iran, and the UAE opens new corridors for South-South cooperation, particularly in the realms of climate finance, critical minerals governance, and just energy transition. This bloc's growing influence offers PACJA an opportunity to reframe climate justice within a multipolar world order, advocating for fair mineral value chains, debt-for-climate swaps, and development pathways that reject colonial extractive models. Rather than viewing BRICS+ solely through a geopolitical lens, PACJA must engage it as a potential arena for advancing an African-centered climate justice agenda, one that demands equity, not charity.

At the continental level, the African Union's institutional reforms, including the implementation of Agenda 2063 and the AU Climate Change and Resilient Development Strategy and Action Plan (2022 - 2032), keen attention to action recommendations from Africa Climate Summit that offer catalyzed pathways to action present strategic openings for PACJA to embed climate justice into Africa's highest policy frameworks. The longstanding partnership with the Pan-African Parliament

(PAP), through which a Model Law on Climate Change is under development, exemplifies how PACJA can leverage continental structures to advance legally-binding, people-centered climate governance. As the AU strengthens its climate architecture, including through its leadership in ClimDev-Africa partnership, PACJA's role as a civil society conscience and technical partner becomes ever more critical.

2.2 Climate Governance Evolution

The global climate governance landscape is evolving in ways that create both opportunities and obligations. The operationalization of the Loss and Damage Fund at COP28 and the access modalities provided by the Barbados mechanism at COP30 marks progress towards globally-responsive financial mechanism for climate-vulnerable nations to address irreversible climate harms. However, the true test of this mechanism lies in adequate capitalization and accessibility to those most affected. To date, international climate finance remains skewed towards mitigation, loan-based instruments, and complex application processes that exclude communities at the frontline of climate crisis.

In the implementation period of strategic plan 2021-2025, PACJA, together with allies, relentlessly pushed for a new, collective, quantified finance goal on climate finance informed by empirical evidence on the actual finance gap and needs of vulnerable communities. These efforts yielded a finance goal which falls far way below the existing climate finance gaps.

This calls for enhanced advocacy approaches geared towards tracking commitments by developed countries on the delivery of this goal in terms of quantity and quality of climate finance availed. More so, the existing funding mechanisms have remained remote from communities' needs and aspirations.

In a more practical sense, PACJA will position the CJIFA and its network of DNPs as accredited, tested and community-rooted.

Delivery mechanisms for loss and damage and adaptation finance, ensuring that funds reach the women farmers, pastoralists, and urban poor who bear the brunt of climate chaos.

Complementing this, the Global Stocktake (GST) under the Paris Agreement has unequivocally affirmed the need for accountable and accelerated climate action, ambitious NDCs and fidelity to their implementation, phasing out fossil fuels while scaling up renewable energy, scaling climate finance and ensuring climate action contributes to a wider sustainable development agenda. This aligns directly with PACJA's aspirations under its Just Transition and energy access thematic objective, as the Alliance advocates for energy access for adaptation, coal divestment, fossil fuels phase-out and community-led renewable energy approaches.

Without robust accountability mechanisms, these global commitments risk becoming empty promises. PACJA must therefore intensify its role in tracking national pledges, monitoring just transition plans, and ensuring that energy transitions do not replicate extractive patterns in the guise of green development, particularly in the context of Africa's critical minerals.

2.3 Socio-Economic Pressures

Compounding these governance challenges are deepening socio-economic crises. According to the World Bank (2024), 23 African countries are in or at high risk of debt distress, severely constraining public investment in climate resilience and forcing governments to rely on climate finance structured as loans rather than grants. This debt-climate nexus undermines the very principles of climate justice, shifting the burden of adaptation onto the shoulders of the most vulnerable. PACJA's advocacy must therefore explicitly link climate justice to debt justice, demanding grant-based climate finance, debt cancellation, and reforms to the international financial architecture.

Parallel to this, rapid urbanization—growing at 4% annually across Africa and climate-induced displacement, particularly in the Sahel and the Horn of Africa, are reshaping vulnerability landscapes. Urban infrastructure is increasingly strained, while displacement fuels securitized narratives that frame climate migrants as threats rather than victims of systemic injustice. PACJA must engage these dynamics with nuance, advocating for climate-secure, inclusive urban planning and migrant-centered adaptation strategies that uphold human rights and challenge militarized responses to ecological crisis.

2.4 Technological Transformation

Technology, meanwhile, presents a double-edged sword. On one hand, digital advocacy has empowered youth movements to mobilize at unprecedented scale evident in campaigns like the #ClimateJustice Torch Campaign, the #KeepYourPromise Campaign and the ongoing #Climate and Economic Justice Campaign, which are contributing to holding African governments and the global community accountable. Social media enables real-time solidarity, storytelling, and pressure on duty-bearers across borders.

Similarly, AI and data systems offer transformative potential for evidence generation, early warning, and policy influence. Yet, without deliberate governance, these tools risk exacerbating digital divides, privileging elite institutions over rural and marginalized communities. PACJA must therefore champion a model of data justice, one that centers community ownership of data, ensures ethical AI use, and leverages technology not for surveillance or extraction, but for empowerment, collective action, global solidarity and heightened accountability and transparency in line with the Pact of the Future. This complex, dynamic context confirms PACJA's enduring relevance and moral imperative.

As states retreat from climate ambition, as finance becomes conditional, and as narratives of scarcity and securitization gain ground, civil society must advance climate justice with greater sophistication, deeper solidarity, and sharper strategic agility. The final phase of PACJA's 2021–2030 Strategic Framework is not a winding down, but a strategic sharpening of a focused, evidence-based, and people-rooted push to ensure that Africa's climate future is just, equitable, and led by those who know its stakes most intimately.

3

SECTION ONE: STRATEGIC DESIGN

3.1 Vision, Mission, and Core Values

The foundational identity of the PACJA remains firmly anchored in its vision, mission, and core values and principles that have guided its evolution from a continental coalition into Africa's definitive voice for climate justice. These elements are not aspirational abstractions, but operational compasses that shape program design, partnership choices, advocacy positions, and internal governance. As affirmed and enshrined in the 2021–2025 Strategic Plan, they continue to define PACJA's moral and strategic posture as it enters the final phase of its decade-long strategic journey (2026–2030).

3.1.1 VISION: AN AFRICA WHERE CLIMATE JUSTICE IS REALIZED THROUGH EQUITABLE, ECOLOGICALLY SOUND, AND COMMUNITY-LED ACTION.

This vision reflects PACJA's unwavering commitment to a future in which climate solutions are not imposed from above, but co-created, owned, and led by those most affected—women farmers in the Sahel, pastoralists in the horn of Africa, urban poor in e.g. Lagos and Nairobi, Indigenous forest guardians in the Congo Basin, and youth movements across the continent. It rejects technocratic, market-driven fixes that replicate historical inequities and instead centers ecological integrity, intergenerational equity, and democratic control over natural resources. The vision affirms that climate justice cannot be achieved without dismantling the neocolonial extractive systems that have fueled both ecological collapse and social marginalization, a stance consistently reinforced in PACJA's advocacy at UNFCCC COPs, AU Summits, Pan African regional convenings and national policy spaces.

3.1.2 MISSION: TO UNITE, AMPLIFY, AND EMPOWER AFRICAN CIVIL SOCIETY TO INFLUENCE CLIMATE AND ENVIRONMENTAL GOVERNANCE FOR JUST AND INCLUSIVE OUTCOMES.

This mission encapsulates PACJA's role as a convenor, amplifier, and enabler of Africa's diverse civil society ecosystem. With over 2,000 member organizations across 54 countries, including grassroots CSOs, faith-based institutions, Indigenous communities, farmer and pastoralist groups, research communities, and youth networks, PACJA has built a continental platform of solidarity that transcends borders, sectors, and scales. The mission emphasises influence, not just presence: PACJA does not merely attend global climate negotiations; it ensures that African civil society shapes their outcomes. Through mechanisms like the Model Law on Climate Change, the Africa Climate Summit, NSA Platform, multi-stakeholder processes and CJIFA, PACJA translates its mission into tangible action—strengthening the capacity of local actors to engage policy processes, access climate finance, and hold duty-bearers accountable.

3.1.3 CORE VALUES

The six values of PACJA are not decorative slogans, but active filters through which all PACJA work is designed, implemented, and evaluated:

- **People-centered:** All interventions begin and end with the lived realities of frontline communities. As demonstrated by CJIFA's grantmaking model and the NSSCJ, the Alliance prioritizes agency, dignity, and self-determination over passive tokenism.
- **Rights-based:** Climate justice is inseparable from human rights. PACJA consistently links environmental degradation to violations of the right to a clean, healthy, and sustainable environment, a principle increasingly embedded in national constitutions (e.g., Kenya, South Africa) and advanced through public-interest litigation and policy advocacy.
- **Just & Inclusive:** Equity is non-negotiable. PACJA's work intentionally centers women, youth, Indigenous Peoples, persons with disabilities, and other marginalized groups, ensuring their voices are not only heard but structurally integrated into decision-making. The 16-cluster NSAs platform at the second Africa Climate Summit exemplifies this commitment to intersectional inclusion.
- **Accountability:** Accountability flows in multiple directions: upward to Donors and the Board, downward to communities, and horizontally among partners and members.
- **Solidarity:** PACJA's strength lies in collective action. From North–South youth alliances to South–South knowledge exchanges, the Alliance fosters unity across difference, recognising that climate justice in Africa requires continental coherence and global solidarity.
- **Innovation:** In a rapidly changing world, PACJA embraces adaptive, context-specific solutions—whether through digital advocacy, community-led adaptation, or blended finance models—while remaining grounded in Indigenous knowledge and local wisdom.

These values are non-negotiable because they are the bedrock of PACJA's legitimacy. They distinguish the Alliance from technocratic climate institutions and position it as a movement-oriented, justice-driven force. As geopolitical headwinds intensify and climate impacts deepen, these principles will continue to anchor PACJA's work—ensuring that the final phase of the 2021–2030 Strategic Framework remains true to its roots, responsive to its context, and faithful to its people.

3.2 Strategic Objectives

S01: RESILIENT AND TRANSFORMATIVE GREEN LIVELIHOODS

Over the 2021–2025 period, PACJA consistently advanced resilient and transformative green livelihoods by anchoring climate action in community-led economic agency, ecosystem integrity, and social equity. The Alliance has supported a wide range of interventions—including wetlands and rangeland restoration, agroecological food systems, community forestry, women and youth-led green enterprises—across diverse ecological and socio-political contexts. Critically, CJIFA has operationalised this Strategic Objective by financing numerous grassroots organisations in many countries to implement locally-rooted solutions such as clean energy

access, circular economy models, sustainable biomass alternatives, restoration of water catchments and climate-resilient agriculture. These initiatives are explicitly designed to integrate Indigenous knowledge with nature-based solutions, ensuring that livelihoods are not only economically viable but also ecologically regenerative and culturally grounded.

PACJA's engagement with FLLOCA (Financing Locally-Led Climate Action) in Kenya is evident in its advocacy, capacity-building support to devolved units of governance, and efforts to ensure civil society representation in the design and oversight of local climate funds. For example, PACJA actively participated in dialogues around FLLOCA's implementation, pushing for transparent, inclusive, and rights-based approaches to governance of climate finance at the sub-national level. The Alliance curated the process of development of a civil society engagement framework under FLOCCA, anchoring CSOs' leadership on localisation of climate action. Lessons and models from the FLOCCA process will be replicated in other countries during the implementation of the 2026-2030 Strategic Plan.

PACJA's work in this area has been further strengthened through flagship programs such as the NSSCJ and Youth for Adaptation Finance Africa (YAF), that have complemented these efforts by building political and technical literacy among emerging leaders on the intersections of land tenure, water governance, just energy transition, health, peace and security and climate finance, framing livelihoods not as passive survival strategies but as active assertions of climate justice.

The Pan African Partnership on Climate and Health (PPCH), an initiative launched in 2024 at COP29 and convened by PACJA, is also a tremendous step by the Alliance in addressing the climate-health nexus and advancing the Common Africa Position on Climate and Health developed in Lilongwe, Malawi, in 2023. The health and climate nexus is gaining traction, and PACJA will continue driving this initiative in the strategic period 2026-2030.

As PACJA enters its strategic period of 2026 - 2030, this SO remains critically relevant amid deepening climate shocks, energy insecurity, and widening socio-economic vulnerability across the continent. Staff reflections underscore that small, flexible financing, when paired with robust MEARL systems, can unlock scalable, community-owned solutions that donors and governments often overlook. The experience of CJIFA demonstrates that grassroots actors, when trusted with resources and accompanied by capacity support, become powerful agents of both adaptation and policy influence.

Still under SO1, PACJA has supported and amplified homegrown models of climate adaptation that centre smallholder farmers as agents of ecological and economic transformation. Among these, the Tujiinue Tena Integrated Project (TUTEGRATED) - "Let Us Uplift Each Other Again" stands out as a replicable, integrated response to the intersecting shocks of climate change, market volatility, and pandemic-induced disruption in Kenya's semi-arid regions.

Moving forward, PACJA will deepen its focus on region-specific livelihood priorities: climate-security linkages in Central Africa, critical minerals stewardship and just energy transitions in Southern Africa, and dryland resilience in the Horn of Africa. The Alliance will also strengthen the policy-finance-livelihoods nexus, ensuring that community

innovations inform national budget processes, NDC implementation, and climate finance architecture. Ultimately, SO1 in 2026–2030 will be more about shifting power, resources, and narrative authority to frontline communities, positioning PACJA as the continental convener of a people-centred green economy.

SO2: PUBLIC ENGAGEMENT AND MOBILIZATION

PACJA's strength as Africa's icon in climate justice conversations lies in its ability to convene, amplify, and mobilize a vast, diverse, and deeply rooted movement of civil society actors. Over the 2021–2025 period, the Alliance has cultivated a multi-layered architecture of public engagement that transcends symbolic participation and instead fosters structured, inclusive, and action-oriented solidarity across sectors, generations, and geographies.

At the heart of this architecture is the Non-State Actors (NSA) Platform, conceptualised during the 2023 Africa Climate Summit, which brought together over 16 thematic clusters, including women's movements, youth networks, Indigenous communities, faith actors, climate-health advocates, persons with disabilities, and labor organizations into a unified, continental voice. This platform has set a new standard for intersectional climate mobilization in Africa, ensuring that climate justice is not siloed as an environmental issue, but understood as inseparable from gender equity, intergenerational justice, human rights, and economic transformation.

Complementing this structural innovation are strategic campaigns such as #the Climate Justice Torch, #KeepYourPromise, the #Six30 Energy Justice Campaign, and #Climate and Economic Justice Campaign, which have successfully translated complex policy demands into accessible public narratives, galvanizing mass action and holding governments and financiers accountable. These campaigns are amplified through faith-based alliances (e.g. All Africa Conference of Churches), youth movements (e.g., Youth Action Forum, SYPLACTICE), and continental multistakeholder convenings, formal policy influence spaces COPs, UNEA, AMCEN to the African Union Summits, where PACJA ensures that civil society's collective voice shapes Africa's climate diplomacy.

As civic space narrows and geopolitical headwinds intensify, PACJA's mobilization strategy for 2026–2030 will prioritize resilience, representation, and strategic agility. The NSSCJ—with over 2,500 alumni across 50+ countries—will be formally institutionalized as a pan-African leadership network, serving as a pipeline for movement continuity, policy literacy, and cross-border solidarity. This will serve to solidify the ongoing efforts in building youth movements spearheading holistic climate action.

Digital mobilization will be strengthened through multilingual storytelling, counter-disinformation protocols, and secure communication channels, ensuring that youth, women, and marginalized groups can organize safely and effectively. PACJA will also deepen South–South and Afro-diasporic solidarity, forging alliances with Global North youth movements that share a commitment to decolonizing climate action and centering African agency.

Finally, in recognition of rising threats to environmental defenders, PACJA will integrate rapid-response mechanisms and legal support frameworks into its mobilization infrastructure, ensuring that advocacy is not only bold, but protected. In an era where climate justice is increasingly criminalized, PACJA's movement will remain unwavering: people-centered, rights-based, and anchored in the unshakeable belief that those most affected must lead the way.

Leveraging on our ongoing organizing under the DNPs model, the Alliance will continue to spearhead country-level mobilization and consolidation of movements for greater inclusion. This will be consistent with the scope of the climate challenge, the wider global reform agenda and the need for intensified public engagement in spearheading implementation of progressive continental and national level policies.

SO3: RESEARCH AND KNOWLEDGE DEVELOPMENT

Research and knowledge have long served as the intellectual backbone of PACJA's climate justice mandate, ensuring that advocacy is not driven by sentiment alone but by rigorous, Africa-generated evidence that reflects the realities of frontline communities. Over the 2021–2025 period, PACJA has consistently anchored its policy positions in context-specific analysis, producing, jointly with partners, policy briefs, NDC tracking reports, position papers, and sectoral studies on energy justice, climate finance, loss and damage, and gender-responsive adaptation. These products have informed PACJA's interventions at national, regional, and global levels, from AU climate dialogues to UNFCCC negotiations, and have strengthened the credibility of civil society voices in spaces historically dominated by external expertise and Northern epistemologies.

Complementing this formal research function are three critical knowledge-generation engines: multiple and progressive campaigns, the NSSCJ, YAF and CJIFA. The need to drive evidence-based campaigns and the intersecting issues in campaigns that require well-researched policy propositions have necessitated desktop analysis, development of policy briefs and communiqués, and hosting of expert-oriented dialogues to shape Africa's propositions. The realm of partnerships necessary to drive campaign aspirations has grown multiple-fold, and so is the need to niche climate justice discourses across movements and narratives. The NSSCJ has functioned as an informal but dynamic knowledge hub, bringing together emerging leaders, practitioners, and academics to interrogate dominant climate narratives, center African epistemologies, and co-develop frameworks for just transitions.

Through its interdisciplinary curriculum and emphasis on praxis, NSSCJ has cultivated a generation of advocates who understand that knowledge is power and that the decolonization of climate discourse begins with who defines the problem and proposes the solution. Meanwhile, CJIFA has emerged as a living laboratory of practice-based evidence, systematically documenting grassroots innovations in agroecology, clean energy access, ecosystem restoration, and community-led adaptation. Through participatory monitoring, narrative reporting, video-storytelling, and community-led case studies, CJIFA transforms localized action into transferable knowledge that challenges top-down climate paradigms and demonstrates the viability of people-centered solutions. This evidence is

not merely archived; it is actively fed into PACJA's advocacy, communications, and policy engagement, ensuring that global climate debates are grounded in the lived realities of African communities.

To advance evidence-based advocacy, PACJA will, in the 2026–2030 phase, institutionalize research as a core strategic function. This begins with the development of a PACJA Research Strategy, which will define thematic priorities, methodological standards, ethical protocols, and partnerships for co-producing knowledge that is rigorous, relevant, and rights-based. Central to this strategy will be the establishment of internal peer-review processes, ensuring that all policy-facing research meets the rigor of research standards necessary to inform and influence public policy and attendant socialization processes before publication. A centralized digital repository will be created to house PACJA's growing body of evidence, including policy briefs, case studies, learning products, and advocacy reports, making it accessible to DNPs, partners, researchers, and policymakers across the continent and beyond.

The Alliance will also deepen and formalize its partnerships with African research institutions such as the African Centre for Technology Studies (ACTS), the Climate Systems Analysis Group (CSAG) at the University of Cape Town, and the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), among others. These collaborations will move beyond transactional research commissions toward co-creation, where communities, civil society, and academics jointly design research questions, interpret findings, and translate insights into action. This approach not only strengthens the quality and legitimacy of evidence but also centers African intellectual sovereignty in the climate knowledge ecosystem.

Critically, research in 2026–2030 will no longer be treated as a stand-alone output but as a strategic input that cuts across PACJA's entire mandate. The MEARL Strategy's pillar on "Evidence-Based Advocacy" will be operationalized through tools such as policy influence tracking, contribution analysis, and narrative impact assessments, allowing PACJA to demonstrate how its research has shaped policy outcomes, shifted narratives, or empowered communities. Knowledge products will be tailored for different audiences, including technical briefs for negotiators, infographics for media, training modules for DNPs, and multilingual summaries for grassroots constituencies, ensuring that evidence is not only generated but used.

Moreover, research will become a catalyst for resource mobilization, with donors increasingly seeking partners who can generate credible, context-specific data to inform climate finance and programming. By positioning itself as a trusted evidence generator, PACJA can unlock new funding streams for knowledge co-production, monitoring, and learning while also holding financiers accountable for how their resources are used.

In essence, the final phase of PACJA's Strategic Plan will mark a decisive shift: from reactive documentation to proactive knowledge leadership and partnerships. By institutionalizing research, centering African epistemologies, and embedding evidence into every facet of its work, PACJA will ensure that climate justice in Africa is not only spoken about, but shaped by those who understand it best.

SO4: POLICY AND INVESTMENT INFLUENCE

PACJA's influence on climate and environmental governance has been anchored in its ability to bridge grassroots realities with continental and global policy processes, ensuring that Africa's climate positions are not only technically sound but rooted in justice, equity, and lived experience. Over the 2021–2025 period, the Alliance has demonstrated significant policy traction through strategic, multi-level interventions that span legal reform, fiscal accountability, and international diplomacy.

A landmark achievement is the ongoing process of co-development of the Model Law on Climate Change in partnership with the Pan-African Parliament (PAP), a pioneering continental instrument that provides a rights-based, legally binding framework for national climate legislation across Africa. This initiative exemplifies PACJA's unique capacity to shape normative architecture while grounding it in civil society legitimacy. Complementing this, PACJA has developed and deployed NDC tracking tools and climate finance accountability frameworks that enable civil society to monitor government commitments, interrogate budget allocations, and demand transparency in the use of climate resources—particularly in contexts where adaptation financing remains severely inadequate and skewed towards loan-based mitigation instruments.

PACJA's advocacy extends into critical sectoral transitions, most notably through its work on just Energy Transition, where it advances a just, people-centered alternative to fossil fuel dependency by championing coal divestment and community-led and centered renewable energy systems. Similarly, engagement with the Great Green Wall Initiative (GGWI) has ensured that large-scale landscape restoration is framed not as a technical intervention, but as a livelihoods and justice imperative that centers land rights, agroecology, and the agency of pastoralist and farming communities.

As the global climate governance landscape evolves, marked by the operationalization of the Loss and Damage Fund, the Global Stocktake's call to phase out fossil fuels, and the geopolitical realignment around critical minerals. PACJA's policy strategy for 2026–2030 will deepen its multi-sectoral, justice-centered approach. This includes:

- Strengthening climate finance accountability by enhancing tools to track the adaptation-mitigation balance, expose loan-based climate debt, and advocate for grant-based, locally accessible finance that reaches women, youth, smallholder producers, and marginalized groups.
- Leveraging Africa's strategic position in the global energy transition not as a site of extraction, but as a negotiating bloc that demands fair mineral footprints and climate finance in return for stewardship of critical resources. The expansion of BRICS+, with key African members, offers a strategic corridor for this repositioning.
- Integrating climate justice across sectors by systematically linking climate policy with health, water, gender equality, food sovereignty, and trade, recognizing that siloed approaches fail to address the interconnected vulnerabilities facing African communities.
- Building policy literacy into action by equipping constituencies, particularly NSSCJ alumni, CJIFA grantees, and youth networks, to engage sectoral policy processes (e.g., energy master plans, agricultural adaptation strategies, water governance frameworks) with confidence, evidence, and strategic clarity.

In an era of policy volatility, contested multilateralism, and shrinking civic space, PACJA will continue to serve as Africa's civil society conscience in climate governance, ensuring that continental positions at COPs, AU Summits, and G20 forums are not shaped by technocrats alone, but co-drafted with farmers, fisherfolk, Indigenous communities, forests stewards, and urban poor who bear the heaviest costs of climate inaction. The final phase of the 2021–2030 Strategic Framework will thus be defined not by the volume of policy submissions, but by the depth of democratic legitimacy behind them.

SO5: HOLDING DUTY BEARERS ACCOUNTABLE

Accountability lies at the heart of climate justice. Without mechanisms to hold governments, financial institutions, and corporations answerable for their climate commitments and their failures, policy promises risk becoming empty rhetoric. Over the 2021–2025 period, PACJA has advanced accountability not as a compliance exercise, but as a political act of power redistribution, equipping rights-holders to interrogate authority, demand transparency, and claim their entitlements.

This has been operationalized through innovative accountability instruments: the development of climate finance tracking tools that demystify complex funding flows and expose the imbalance between adaptation and mitigation allocations; the deployment of NDC monitoring frameworks that assess not just ambition, but implementation fidelity and equity; and the strategic use of public interest litigation, including landmark cases before the International Court of Justice that challenge odious debts and its role in undermining climate resilience in the Global South. These efforts position PACJA as more than an advocate—it is a watchdog of climate integrity, ensuring that climate governance is not only participatory but enforceable.

In this strategic period, accountability will be elevated from a technical function to a movement-building strategy. This means:

Institutionalizing community feedback loops as non-negotiable components of all programming, ensuring that women, youth, smallholder producers, Indigenous Peoples, and persons with disabilities have safe, accessible channels to voice concerns, shape priorities, and validate outcomes.

Moreover, PACJA will deepen its focus on financial accountability, tracking not only how climate funds are spent, but who benefits—challenging the dominance of loan-based instruments and advocating for grant-based, locally-accessible finance that centers the most vulnerable. The Alliance will also expand its role in corporate accountability, particularly in the context of critical minerals extraction and green investment, ensuring that Africa's energy transition does not replicate extractive (and greenwashing) colonial patterns.

In essence, SO5 will be defined by a shift: from monitoring performance to cultivating power. PACJA will invest in rights-holder literacy, equipping communities with the knowledge, tools, and collective agency to demand transparency, redress, and justice from those who hold structural power. Accountability, in this vision, is not an endpoint. It is a continuous practice of democratic engagement, a tool of liberation, and a pillar of climate justice.

4

SECTION TWO: ORGANIZATIONAL STRUCTURE AND STRATEGIC APPROACHES

4.1 Governance & Coordination – The Continental Executive Board

PACJA's Continental Executive Board (CEB), which is Elected by the General Congress (GC) and interfacing with the Continental Governing Council (CGC), plays a critical role in shaping PACJA's positioning within global climate governance arena, from the African Union (AU) and G20 processes to the expanding BRICS+ coalition, ensuring that Africa's civil society voice is not only present but co-determines continental and global climate agenda. This enhances PACJA's growing stature as Africa's de facto climate justice voice and its responsibility to uphold strategic coherence across a network of over 2,000 organizations in 54 countries.

In an era of unprecedented climate uncertainty and geopolitical realignment, a reimagined, revitalized, and representative CEB is not a luxury. It is a strategic necessity! By embracing governance in inclusion, agility, and foresight, the CEB shall continue to fulfill its highest calling: ensuring that PACJA remains Africa's unwavering moral and strategic compass in the global climate justice movement.

4.2 The Continental Secretariat

The Continental Secretariat has served as the nerve center of continental coordination, strategic convening, and quality assurance across a dynamic network of over 2,000 member organizations in 54 African countries. Anchored in Nairobi but operating with pan-African reach, the Secretariat has evolved from a traditional administrative hub into a strategic enabler, facilitating policy coherence, movement alignment, resource stewardship, and technical backstopping for DNPs, strategic Sectoral-thematic initiatives, and global advocacy processes.

Over the 2021–2025 period, the Secretariat has demonstrated its value through three interlocking functions:

- **Coordination:** Harmonizing positions across DNPs, Strategic Initiatives and aligning civil society inputs for global forums (UNFCCC, UNEA, AU, G20).
- **Convening:** Creating inclusive spaces and convening narrative-setting dialogues from UNFCCC COPs, Africa Climate Summit, Climate Change and Development in Africa Conferences, AU summits among other policy making spaces
- **Quality Assurance:** Setting standards for safeguarding, financial accountability, MEARL integration, and gender-responsive programming across Alliance-wide operations.

Critical to this effectiveness has been the institutionalisation of “Delivering as One”—a cross-

departmental ethos that has reduced silos, minimised duplication, and enhanced strategic coherence. This approach, coupled with structured DNPs engagement mechanisms (annual retreats, one-on-one check-ins, outcome harvesting sessions) and digital coordination tools (virtual meetings, shared drives, Activity Info pilots), has strengthened PACJA's agility and responsiveness in a volatile geopolitical climate.

To further enhance its efficiency, the alliance will focus on the following programmatic alignments.

- The alliance will enhance standardisation of data collection, harmonizing indicators, ensure learning is systematically integrated into decision-making, and elevate evidence-based advocacy.
- Joint planning will be reinforced by ensuring effective sharing of performance indicators, synchronising workplans, unified campaign calendars, and integrating budgeting processes that reflect PACJA's collective identity.
- Internal communication will be enhanced to ensure unified messaging. A proactive and timely internal communications protocol will be prioritized.

Looking ahead, PACJA will focus on;

- Strengthening DNPs as anchor institutions by providing tailored technical support, capacity development, and flexible resources that empower national platforms to lead context-specific advocacy and programming.
- Serving as a facilitator of continental learning and knowledge exchange by ensuring that innovations, insights, and experiences from across all parts of the Alliance are synthesised, documented, and disseminated across the Alliance.
- Operating an adaptive Continental Secretariat that responds to emerging opportunities with a focus on the frontline communities

In essence, the Secretariat's ultimate measure of success in 2026–2030 will be largely on the degree to which DNPs, Strategic Initiatives, grassroots organizations, and other constituencies feel equipped, connected, and empowered to lead Africa's climate justice agenda. By embracing its role as an enabler of collective action, the Secretariat will ensure that PACJA remains a living ecosystem of justice, solidarity, and transformative power.

4.3 Movement Building

As a movement, PACJA has undergone a profound transformation over the 2021–2025 period, expanding from a network of approximately 1,000 organizations to a continental force of over 2,000 member organizations across 54 countries. This growth is not merely quantitative, but it reflects a strategic deepening of intersectional representation, institutional anchoring, and policy coherence. The movement now unites grassroots CSOs, faith-based institutions, Smallholder producers, Indigenous communities, youth networks, women's movements, labor unions, academic centers, private sector actors,

human rights defenders, and persons with disabilities under a shared vision of people-centered, rights-based, and ecologically-just climate action.

The institutional backbone of this expansion is the Non-State Actors (NSA) Platform, formalized during the 2023 Africa Climate Summit. Structured into 16 thematic clusters, the NSAs Platform has become a continental model for inclusive, multi-layered mobilization:

Non state actors' categories

1. Women's movements
2. Youth movements
3. Agriculture and food security
4. Labour movements
5. Private sector and financial institutions
6. Indigenous peoples and local communities
7. Faith actors
8. Human rights, democracy, and climate governance
9. Children and future generations
10. Climate change and health actors
11. Research and academia
12. Climate and environmental NGOs
13. Biodiversity conservation and locally led solutions
14. Persons with disabilities
15. Peace, climate security, and migration (conflicts, displacement)
16. Philanthropies

This architecture ensures that climate justice is not siloed as an environmental issue, but understood as inseparable from gender equity, intergenerational justice, economic sovereignty, health, peace, and human rights. The NSAs Platform has enabled PACJA to present unified, Africa-owned positions in global forums, from COPs to the AU, and has institutionalized mechanisms for bottom-up agenda setting, with national and grassroots priorities shaping continental advocacy.

Critical institutional learnings have emerged from this journey. First, sustained momentum requires deliberate coordination across "high" and "low" moments of mobilization. High moments such as COPs, AU Summits, or the Africa Climate Summit generate visibility and political opportunity, but risk episodic engagement if not connected to continuous, grassroots organizing during "low" moments and aspirations from these moments grounded in national aspirations. PACJA has learned that strategic patience, capacity building, and coalition maintenance between peaks are essential to convert fleeting attention into lasting power.

Second, as the movement's geographic and thematic scope has widened, so too needs to bridge knowledge amplitude across regions, languages, and sectors. Divergent framing, inconsistent policy positions, and uneven access to climate finance literacy have at times weakened continental coherence. Addressing this requires structured knowledge exchange, multilingual communication, and shared narrative frameworks that reflect Africa's diversity while advancing unified demands. This includes investing in translation capacity, regional learning hubs, and cross-cluster dialogues to align messaging on core justice issues.

Third, common unifying threads must be amplified to cut through competing priorities and resonate across contexts. These include:

- **Climate Justice:** Repositioning climate justice at a time when a new global narrative of private sector mobilization of climate finance is eclipsing public provision as per the Paris Agreement.
- **Debt justice:** Challenging the climate debt owed by Global North economies and advocating for grant-based, not loan-based, climate finance
- **Critical minerals justice:** Positioning Africa's mineral wealth as leverage for fair climate finance and just energy transitions, not extractive exploitation
- **Locally-led adaptation and resilience-building:** Centering community agency, Indigenous knowledge, and gender-responsive solutions in climate finance and policy

These themes transcend national boundaries and connect local struggles to continental and global economic justice agenda, providing a strategic anchor for collective action.

As PACJA embarks on implementation of Strategic Plan (2026–2030), movement building will shift from organic growth to institutionalized continuity. This includes:

- Formalizing the Nairobi Summer School on Climate Justice (NSSCJ) Alumni network (together with adaptation finance-dedicated platform – Youth for Adaptation Finance in Africa) with its over 2500 members, a structured, pan-African constituency for leadership, policy literacy, and rapid mobilization
- Deepening South–South and Afro-diasporic solidarity, particularly with youth and social movements in the Global South and Global North who share a commitment to decolonizing climate action
- Systematically linking grassroots action to policy influence, ensuring that community innovations (e.g., through CJIFA) feed directly into national climate budgeting, AU policy processes, and UNFCCC negotiations
- Leveraging on expanded mobilizations and connecting divergent movements to address the myriad and interconnected justice issues (debt, rigged financial systems, trade injustices and economic injustices)

In this vision, the movement is not a passive beneficiary of PACJA's work, but its driving force—a dynamic, self-renewing ecosystem of organized constituencies that co-own, co-shape, and co-lead the climate justice agenda.

4.4 MEARL Integration

The MEARL Strategy provides a robust, coherent framework to guide PACJA's final strategic phase not as a technical compliance mechanism, but as a strategic enabler of learning, accountability, and adaptive management. Built on five interconnected pillars: - Systems Strengthening, Capacity Development, Learning Enhancement, Accountability Improvement, and Evidence-Based Advocacy, the strategy responds directly to long-standing challenges: fragmented reporting, uneven DNPs' capacity, weak feedback loops, and underutilized evidence.

In 2026–2030, MEARL will be fully operationalized as a cross-cutting backbone function of the Alliance. This begins with the adoption of the five-pillar framework as the unified standard for all Secretariat and DNPs reporting, ensuring coherence across programs, initiatives, and national contexts. To enhance the value proposition to grassroots partners, digital systems will be rolled out, with a “minimum core” approach that streamlines a set of mandatory indicators and is mapped to existing DNPs workflows. Necessary pilots, adjustments and capacity strengthening will be conducted.

PACJA will move beyond static planning to real-time learning and course correction. MEARL will thus transition from compliance-driven reporting to adaptive management, using data not just to track activities, but to:

- Inform risk responses to civic space restrictions or Donor policy shifts
- Refine advocacy strategies based on policy influence tracking
- Shift programmatic resources toward what works, based on outcome harvesting

This includes institutionalizing contribution analysis to understand PACJA's role in policy influence, outcome harvesting to capture unexpected impacts, and community feedback loops to ensure downward accountability. By embedding MEARL into the DNA of PACJA's operations in CJIFA grants, NSSCJ curricula, DNPs engagement, Strategic Initiatives and advocacy campaigns, the Alliance will ensure that the final phase of its Strategic Plan is not only implemented but also learned from, improved upon, and owned by all members. A MEARL 2026-2030 strategy that aligns with the 2026 – 2030 PACJA strategy will be developed.

In essence, MEARL in 2026–2030 will be the nervous system of the movement, sensing change, processing evidence, and enabling rapid, coordinated response. It will not measure for the sake of measurement, but to strengthen power, deepen justice, and sustain impact beyond the life of any single project or funding cycle.

4.5 Communications and branding

PACJA's brand is not a logo or a tagline but it is the embodiment of a continental movement rooted in the lived realities of women farmers in the Sahel, Indigenous pastoralists in the Horn, urban youth in Lagos, and climate-vulnerable communities across Africa. The Alliance's identity is defined by three non-negotiable pillars: people-

centered, rights-based, and just & inclusive. These are not marketing slogans, but ethical commitments that must permeate every communication product, advocacy message, and public interaction.

Yet, as the strategic review process reveals and as broader movement dynamics confirm the need to bridge our brand promise and communication practice. So far, PACJA has been able to secure the technical precision and premium considerations for our policy submissions, technical briefs, and donor reports, and this must be further strengthened to assert the power of our narratives and movement energy, keeping community voice as the centrepiece. A unified, movement-rooted communications strategy must remain PACJA's most potent asset, amplifying the credibility of grassroots solutions, countering disinformation, and attracting allies who align with values.

For the 2026–2030 phase, PACJA will strengthen the repositioning of our communications to better serve the movement-building imperative. This requires four interlocking shifts:

1. From “Speaking For” to “Platforming” Communities

PACJA's role will not be to repackage these stories through an institutional lens, but to create dignified, accessible platforms where communities speak for themselves. This means investing in community media training, first-person storytelling formats, and multilingual dissemination channels that return narrative power to its rightful owners.

2. Strengthening a Pan-African Digital Strategy

Digital space is both battlefield and sanctuary. While social media enables rapid mobilization as noted in the #KeepYourPromise campaign, it also hosts coordinated disinformation targeting climate science and African agency. PACJA will therefore develop a proactive digital strategy that:

- Centers youth-led, multilingual content creation (English, French, Portuguese, Arabic, Swahili),
- Builds digital safety and counter-disinformation protocols for HRDs and CSOs,
- Leverages AI and data visualization not for surveillance, but for evidence-based narrative-shifting (e.g., mapping community-led adaptation impacts across Africa).

3. Unifying Brand Expression

With over 2,000 member organizations and 54 DNPs, brand consistency cannot be assumed. It must be co-created and codified. PACJA will develop continental brand guidelines that articulate:

- Core narrative pillars such as climate justice, just and graceful transitions, decolonizing climate finance, non-debt-inducing climate finance, among others
- Sustain and entrench visual identity standards (colors, fonts, imagery that reflect diversity and dignity)

- Tone of voice (assertive, yet accessible, hopeful yet urgent)
- Ethical storytelling principles (consent, co-ownership, benefit-sharing). These guidelines should be mandatory for Secretariat outputs and freely available to DNPs and partners, ensuring that whether one encounters PACJA in Dakar, Addis Ababa, or COPs, the message is coherent, values-driven, and unmistakably African.

4. Leveraging alumni of NSSCJ & YAF and accounts of frontline communities as engines of narratives:

PACJA will tap on these two important constituents as engines framing narratives, priority setting and amplified voice on their lived reality and how their context can be changed.

In essence, communications in 2026–2030 will be strategic, ethical, and movement-rooted. Every tweet, report, press release, and campaign must ask: Does this center African agency? Does this challenge power? Does this inspire collective action? By answering “yes,” PACJA will not only protect its brand—but expand its movement, deepen its legitimacy, and claim its rightful place as Africa’s definitive voice for climate justice.

4.6 Designated National Platforms (DNPs) and Strategic Initiatives (SIs) Engagement

DNPs and SIs are PACJA’s frontline enablers strategically positioned as the leads for implementation of PACJA’s vision through localized community-centric national and sectoral-thematic advocacy for policy change and implementation. Spanning across 54 countries, multiple sectors and thematic areas, DNPs and SIs anchor PACJA’s presence at the national and sectoral-thematic levels, convening diverse civil society actors to advance a shared climate justice agenda.

Over the 2021–2025 period, DNPs and SIs have demonstrated significant influence, particularly through coordinated engagement in the development of NDCs, NAPs and Just Transition Plans. Their sustained scrutiny of budgets meant for climate change trickle-down and accountability for funds under the multilateral system enable climate action to be real rather than hypothetical. Usefully, DNPs and SIs lead in anchoring PACJA’s regional agenda in Summits and conferences held in countries as well as playing a pivotal coordination role with governments.

The institutionalization of the Non-State Actors (NSA) Platform during the Africa Climate Summit further elevated the visibility and legitimacy of DNPs as essential counterparts in national and continental climate governance.

However, strategic reflections confirm that capacity gaps, resource constraints, and institutionalization continue to limit the full potential of many DNPs. To address this, PACJA will institutionalize an Annual National Platform Performance Index, a diagnostic and learning tool that tracks two core dimensions:

- The degree of influence DNPs and SIs exert on national and sectoral-thematic climate policy, including NDC implementation, climate finance allocation, and legislative processes

- The diversity and representativeness of civil society actors engaged, with explicit attention to the inclusion of women, youth, persons with disabilities, smallholder producers, Indigenous Peoples, and marginalized communities.

This index will not serve as a ranking mechanism, but as a coaching and capacity-strengthening instrument, enabling PACJA's Secretariat to tailor support, identify promising practices, and facilitate peer learning across regions.

PACJA will also ensure that decentralization is balanced with quality assurance. While empowering DNPs and SIs to lead context-specific strategies. This will be accompanied by minimum standards for governance, safeguards and compliance.

Critically, PACJA will deepen its commitment to intra-Africa and regional equity, fostering many more mutual exchanges, learning and providing institutional translation support for key strategic documents.

By 2030, we seek to realise DNPs and SIs institutions that are self-sustaining, influential, and accountable, capable of mobilizing domestic resources, shaping climate change agenda at all levels, and ensuring that grassroots constituencies are not only heard but structurally ingrained. We seek to see DNPs and SIs function as sovereign civil society platforms, anchoring PACJA's movements, capable of executing additional convening mandates as assigned from the Continental Secretariat while amplifying climate justice for Africa.

4.7 Partnerships and Stakeholder Engagement

PACJA's strength as a continental movement is amplified through its diverse and dynamic web of partnerships—spanning faith-based networks, African academics, think tanks and research institutions, ethical private sector actors, multilateral and bilateral development partners, and sister civil society organizations across Africa and the Global South. These relationships have enabled PACJA to extend its reach, deepen its influence, and mobilize resources that support locally-led climate justice action.

However, as the landscape evolves, marked by increasing donor conditionalities, greenwashing in corporate partnerships, and the instrumentalization of civil society, PACJA will prioritize integrity over convenience in its engagement with external actors. The Alliance will no longer pursue partnerships based solely on resource availability or institutional visibility, but on demonstrable alignment with its core values: people-centeredness, rights-based approaches, justice, inclusion, accountability, and solidarity.

To institutionalize this principle, PACJA will adopt a value-driven partnership framework that requires all formal collaborations to be continually governed by Memoranda of Understanding (MOUs) explicitly outlining:

- Shared ethical and strategic commitments
- Clear roles, responsibilities, and decision-making protocols
- Mutually agreed accountability mechanisms, and

- iv. Necessary exit clauses that safeguard PACJA's independence and movement integrity in the event of misalignment.

This approach ensures that partnerships are not transactional, but relational and reciprocal—built on mutual respect, shared learning, and long-term solidarity.

Furthermore, PACJA will actively cultivate South–South and Pan-African collaborations to reduce overreliance on Global North funding architectures and epistemic frameworks. This includes deepening alliances with African research institutions, regional faith networks (e.g., AACC, Islamic Relief Africa), AUC, UNECA, African Group of Negotiators, Pan Africa Parliament, Regional Economic Communities, other like-minded NGOs, climate justice movements in Latin America and Asia, and diaspora-led philanthropies that centre African agency. By prioritizing co-creation with African and Global South partners, PACJA will strengthen a climate justice ecosystem that is self-determined, contextually grounded, and resilient to external political shifts.

In practice, this means shifting from partnerships that extract narratives or impose agenda, to those that amplify community voices, share power, and invest in long-term movement infrastructure. By 2030, PACJA's partnership portfolio will reflect a strategic ecosystem of allies who do not merely fund or endorse its work but stand in solidarity with its vision of a just, equitable, and ecologically sound Africa—led by its people, shaped by its values, and accountable to its communities.

The Alliance shall continue to sustain its engagement with a pool of stakeholders and strategic partners in furthering the shared cause as captured in various memoranda.

4.8 Advocacy Strategy

PACJA's advocacy has long ensured that African civil society (and larger NSAs) is present in climate governance discourse processes from national policy forums to global Summits like the UNFCCC Conference of the Parties (COPs). As the Alliance enters the final phase of its 2021–2030 Strategic Framework, its advocacy must undergo a decisive evolution: from occupying spaces to consolidating our influence in these spaces to shaping outcomes and shift systems, for good.

This transformation hinges on three strategic shifts:

1. **Institutionalise evidence for influence:** We shall institutionalize mechanisms that feed grassroots evidence—on adaptation (and resilience-building) finance, loss and damage, just energy (and graceful) transitions, and gender-responsive climate action—into consultations processes. To this end, PACJA shall position as core contributor to Africa's climate diplomacy, ensuring that continental positions reflect the realities of those most affected.
2. **Translating policy dialogues to policy action:** Policy dialogues are necessary but not sufficient. The real test of advocacy lies in holding duty-bearers accountable

for implementation of their commitments. The Alliance will deepen use of multiple tracking tools, climate finance monitoring frameworks, and rights-based accountability mechanisms to move beyond consultations towards enforceable action. This shall include publicly benchmarking governments against their climate commitments, exposing gaps between pledges and budgets, and supporting communities to demand redress when promises are broken. Advocacy, in this light, becomes a catalyst for transparent, participatory, and binding climate governance—not merely a forum for exchange.

3. **From global to multi-Scalar engagement:** While global arenas remain important, PACJA's greatest leverage lies in connecting scales—ensuring that local innovations inform national budgets, and that national priorities shape continental implementation of continental policy and legal frameworks and embedding climate justice into sectoral planning (agriculture, health, water, energy), influencing county-level climate funds mechanisms.

To operationalize this vision, the MEARL Strategy's pillar on Evidence-Based Advocacy will be fully integrated into PACJA's advocacy architecture. This includes:

- **Policy Influence Tracking:** Systematically documenting how PACJA-led evidence, campaigns, and convenings shape policy language, budget allocations, or institutional decisions.
- **Contribution Analysis:** Assessing PACJA's role within broader coalitions to understand how collective action drives change—without overclaiming impact.
- **Advocacy Impact Reports:** Publishing accessible, data-driven narratives that demonstrate not just activity, but strategic influence

In essence, advocacy in 2026–2030 will be less about visibility and more about leverage, less about who is in the room, and more about who sets the agenda. By anchoring influence in community evidence, institutionalizing accountability, and linking action across scales, PACJA will ensure that Africa's climate justice movement does not just speak truth to power but builds power from bottom-up.

4.9 Finance and Internal Audit

As PACJA embarks on implementation of strategic plan 2026-2030, its internal financial architecture must evolve to meet two interdependent imperatives: diversifying revenue streams to ensure long-term sustainability, and continuous strengthening of internal financial integrity through robust audit and accountability systems.

In response to increasing donor volatility driven by geopolitical shifts, shrinking civic space, and the potential rollback of funding, PACJA will proactively expand its resource base beyond traditional, project-bound grants, as elaborated under resource mobilization, below.

In enhancing institutional compliance, internal audit functions will be strengthened to focus on three pillars:

1. **Transparency:** clear, timely, and accessible financial reporting across the Secretariat, DNPs, SIs and Grantee networks
2. **Safeguarding:** rigorous systems to safeguard the organization against all forms of risks
3. **Financial accountability:** adherence to donor compliance requirements, ethical budgeting, and fiduciary oversight that upholds public trust.

4.10 Resource Mobilization & Sustainability

As global climate finance becomes increasingly volatile shaped by geopolitical realignments, donor fatigue, and the potential rollback of climate commitments under administrations hostile to multilateralism, PACJA's financial sustainability cannot be only premised on traditional, project-bound grants alone. The final phase of the 2021–2030 Strategic Framework demands a proactive diversification of funding models that reduces dependency and enhances its autonomy. Accordingly, PACJA will focus on measures below (which will be formulated into a resource mobilization strategy) to scale-up and diversify its sources:

1. **Institutionalizing non-traditional revenue streams:** PACJA will develop self-sustaining social enterprise models, including:
 - ◆ **A PACJA-affiliated consultancy** offering technical services in the realm of climate action, including, and not limited to climate finance, National climate policy frameworks (NDC, NAPs, just transition plans and the monitoring and additional surveys and policy position framing)
 - ◆ A formalized **NSSCJ Training Academy**, delivering certified curriculum on climate justice, advocacy, and policy influence;
 - ◆ Climate justice media production, leveraging storytelling, documentaries, and digital content as both advocacy and revenue-generating assets.
2. **Deepening Diaspora and Private-Sector engagement:** Recognizing the growing influence of African diasporas and ethical green investors, PACJA will:
 - ◆ Establish structured diaspora giving channels, including remittance-linked donations and thematic giving circles focused on women-led adaptation and youth innovation;
 - ◆ Forge partnerships with African-owned private sector actors, including businesses, energy firms, agribusinesses, and finance institutions
3. **Strengthening internal capacity on donor intelligence and proposal development to potential partners:** To overcome access barriers, PACJA will:
 - ◆ Launch a **Proposal Development and Support Hub** at the Continental Secretariat, leading in the development of concepts and proposals and offering technical backstopping, mentorship, and quality assurance across DNPs

- Institutionalize support to DNPs, SIs and youth groups to enhance their chances of developing winning proposals
- Pilot a **regional approach to proposal writing with our DNPs and SIs, including proposal writing clinics** to enhance capacity, peer learning and cross-border joint programming.

As a result, PACJA's partners will increasingly include African private sector actors, diaspora networks, academic institutions, and social enterprises whose mandates align with climate justice not just climate finance. Together, they will form a resilient, values-driven ecosystem of support that ensures PACJA's movement remains autonomous, agile, and accountable to stakeholders.

Fruitful resource mobilisation is dependent on the enhanced capacity of PACJA staff to develop high-quality proposals; the Alliance will therefore focus more on enhancing proposal development capacities within the organisation.

4.11 Human Resources for driving the strategy

The Secretariat, DNPs, SIs and affiliated networks are not merely implementers of strategy, but the living embodiment of PACJA's mission. In the 2026–2030 phase, Human Resources (HR) will therefore evolve from a traditional administrative function into a strategic enabler of adaptive management, organizational resilience, and staff well-being.

This shift founded on emotional toll of climate justice work in the complex geo-politics recognizes that sustainable impact begins with sustainable teams. Climate justice work is inherently demanding, often carried out in contexts of civic restriction, ecological crisis, and political resistance. Without deliberate investment in team cohesion, psychological safety, and inclusive systems, even the most visionary strategy risks burnout, fragmentation, and attrition.

To address this, PACJA will institutionalize three core HR priorities:

1. **Continuous acquisition of talent and its retention to drive implementation of the strategy:** PACJA, through the Human Resource department is keen on talent acquisition reflected in its rigorous recruitment processes for various job openings from time to time. The Alliance will continue identifying and recruiting highly qualified staff in various capacities on need basis. To foster mission continuity, the Alliance shall invest in staff retention programs.
2. **Annual Team-building for Trust and Cohesion:** Recognizing that trust is the foundation of adaptive management, PACJA will continue to institutionalize annual in-person or hybrid team-building retreats that go beyond work planning to foster psychological safety, intercultural understanding, and collective healing. These spaces will integrate reflective practices, conflict transformation, and movement-nurturing, acknowledging that the well-being of staff is inseparable from the well-being of the movement.

3. **Digital Collaboration Infrastructure for Distributed Teams:** With staff and partners operating across time zones, conflict-affected regions, and resource-constrained settings, PACJA will invest in secure, accessible, and user-friendly digital collaboration tools—including cloud-based workspaces, encrypted communication platforms, and virtual meeting systems with translation capabilities. These tools will not only enhance operational efficiency but also ensure equitable participation for remote staff, reduce travel-related emissions, and enable rapid response during political or climate emergencies.

Together, these actions will position HR as a catalyst for organizational agility and care, ensuring that the Alliance Staff and members are not only skilled and diverse, but resilient, connected, and empowered to lead with clarity and compassion in an era of profound uncertainty.

By 2030, PACJA's HR systems will reflect a deep commitment to people as the heart of strategy where adaptive management is not just a technical process, but a culture of mutual support, continuous learning, and shared purpose.

4.12 Risks & Adaptive Management

This Strategic Plan unfolds against a backdrop of escalating global uncertainty, compelling PACJA to operate with heightened vigilance, agility, and foresight. The climate justice movement is not only confronting ecological breakdown but also navigating a converging crisis of governance, finance, and civic freedom. Three systemic risks, in particular, pose significant threats to PACJA's ability to deliver on its mandate:

1) Political Instability

Across Africa, democratic backsliding, military coups, and abrupt policy reversals such as the rollback of climate commitments or the suspension of participatory governance structures threaten the continuity of civil society engagement. In countries experiencing regime change or policy volatility, long-standing advocacy gains can be swiftly undone, and civic actors may face heightened surveillance or repression.

2) Donor Volatility

The global climate finance landscape remains acutely vulnerable to geopolitical shifts. The rise of right-wing governments in the West with hostile rhetoric on climate multilateralism, coupled with austerity measures by these governments, has triggered sudden funding freezes, realignments, or increased conditionality. Such volatility undermines planning, strains institutional capacity, and risks destabilizing grassroots partnerships that depend on predictable funding support.

3) Shrinking Civic Space

From restrictive NGO laws to digital surveillance and the criminalization of environmental defenders, civic space continues to contract in many African countries. Governments increasingly frame climate activism as a security threat, while disinformation campaigns seek to delegitimize civil society voices. This not only endangers human rights defenders (HRDs) but weakens the democratic fabric necessary for just climate governance.

4) **Response measures implications:**

Global rush for critical minerals and the continuing weakening of governments to secure global supplies for these minerals, the rush to secure Africa's ecosystem for carbon trading and implications of Carbon Border Adjustment mechanisms (CBAM) means that our work for securing justice will, in some instances, run against the interests of powerful actors. These risks, central to our climate justice pursuit, must be mitigated against with effective measures as they are core to securing the justice we seek.

In response, PACJA will institutionalize a proactive, learning-oriented approach to risk management, moving beyond reactive crisis response to anticipatory adaptation. This framework is anchored in three interlocking mitigation strategies:

Operationalization of MEARL's Adaptation Protocols

The MEARL Strategy provides a robust foundation for adaptive management through structured course correction, scenario planning, and innovation testing. PACJA will embed these protocols into all program cycles, enabling teams to:

- **Conduct quarterly risk scans to identify emerging threats;** Develop pre-agreed contingency plans for high-impact scenarios (e.g., donor exit, policy reversal); This ensures that learning from risk is not anecdotal, but systematically integrated into strategic decision-making.
- **Establishment of a Rapid Response Fund for Emergency Advocacy:** Recognizing that some risks require immediate action, PACJA, through CJIFA, will create a flexible, low-bureaucracy rapid response fund to support emergency interventions such as legal defense for detained HRDs, urgent public campaigns in response to policy rollbacks, or digital mobilization during civic crackdowns. This fund will be pre-capitalized through diversified reserves and accessible within 72 hours of a validated risk trigger, ensuring that the movement can respond with speed and solidarity. We shall pilot small-scale innovations (e.g., alternative communication channels, decentralized funding models) that can be scaled if primary pathways are disrupted.
- **Strengthening Digital Security Protocols for Human Rights Defenders:** As digital spaces become both arenas of mobilization and vectors of repression, PACJA will scale up digital safety training, encrypted communication tools, and threat monitoring systems for HRDs and grassroots partners. This includes partnerships with digital rights organizations to conduct security audits, distribute secure devices, and develop localized disinformation counter-strategies. The goal is not only to protect individuals, but to safeguard the integrity of the movement's communication ecosystem.

These measures position PACJA not as a passive victim of external shocks, but as a resilient, anticipatory, and adaptive Alliance, one that treats risk not as an obstacle to strategy, but as an integral dimension of it. By 2030, PACJA's risk management approach will be characterized not by fear, but by preparedness, solidarity, and unwavering commitment to justice, even in the face of profound global shifts.

5 STRATEGIC PACJA INITIATIVES

i) Climate Justice Impact Fund for Africa (CJIFA)



The Climate Justice Impact Fund for Africa (CJIFA) stands as PACJA's flagship mechanism for locally led adaptation—a living embodiment of the principle that those most affected by climate injustice must be the

primary architects of solutions. Launched to disrupt the top-down, technical, and often inaccessible architecture of global climate finance, CJIFA has redefined what effective, justice-centered funding looks like in practice: trust-based, flexible, community-owned, and rooted in dignity.

Since its inception, CJIFA has directly supported over 70 grassroots organizations across 17 African countries, channeling resources to those historically excluded from formal climate finance streams -women's cooperatives, smallholder producers, Indigenous collectives, youth-led enterprises, pastoralist associations, and community-based NGOs operating in remote or conflict-affected regions. The fund has financed a diverse portfolio of high-impact initiatives, including off-grid clean energy systems, community-led ecosystem restoration, climate-resilient agroecology, and women-led green enterprises—all designed and implemented by local actors who understand their ecosystems, cultures, and vulnerabilities most deeply.

Crucially, CJIFA goes beyond one-off financing to embed integrity, learning, and accountability into every stage of the grant cycle. From proposal design to reporting, grantees are guided by safeguarding protocols, gender-responsive principles, and MEARL-aligned monitoring frameworks that prioritize community feedback, adaptive learning, and transparent communication. This ensures that funding is not only delivered, but stewarded with care, respect, and mutual accountability.

As PACJA enters this strategic phase, CJIFA will undergo strategic expansion to amplify its catalytic and long-term impact:

Scaling to 100+ grassroots organisations through blended financing models that integrate diaspora philanthropy, ethical private-sector partnerships, and innovative climate finance instruments, thereby reducing reliance on traditional donor cycles and increasing financial autonomy;

Systematically linking grantees to policy spaces from DNPs and national climate budget

consultations to African Union forums and UNFCCC COPs, ensuring that community-led evidence directly informs continental and global climate governance;

Introducing a dedicated sustainability programming stream with support entailing targeted support in business model development, value chain integration, digital marketing, cooperative governance, and access to micro-finance or revolving funds—ensuring that community enterprises (e.g., clean energy hubs, agro-processing units, eco-tourism initiatives) can thrive beyond the life of a CJIFA grant.

ii) **Nairobi Summer School on Climate Justice (NSSCJ)**



NSSCJ is PACJA's premier leadership incubator - a transformative, pan-African space where emerging climate justice advocates are nurtured as critical thinkers, strategic organizers, and ethical leaders. Since its inception, NSSCJ has trained over 2500 alumni across more than 50 African countries, weaving a dynamic network of young scholars, grassroots activists, faith leaders, Indigenous knowledge holders, and policy practitioners united by a shared commitment to justice, solidarity, and ecological integrity.

More than a training program, NSSCJ functions as a political school of praxis bridging theory and action, local realities and global frameworks, and generations of struggle. Its curriculum deliberately centers African epistemologies, decolonial analysis, and rights-based approaches, equipping participants with the analytical tools to interrogate power structures, demystify climate finance, and challenge false solutions. Through intensive modules on climate policy, loss and damage, gender justice, and just energy transitions, NSSCJ has significantly advanced political literacy across the continent, not just on what climate justice is, but how to win it.

Equally vital is NSSCJ's role in fostering South–South solidarity and intergenerational learning. By bringing together participants from diverse linguistic, ecological, and cultural contexts—from the Sahel to Southern Africa, from Francophone West Africa to the Horn—NSSCJ creates a rare space for continental dialogue, mutual learning, and collective identity-building. Elders and seasoned movement leaders share historical lessons alongside youth innovators piloting digital advocacy or community-led renewable energy, ensuring that the movement is both rooted in legacy and responsive to emerging frontiers.

Moreover, NSSCJ has directly strengthened public engagement and advocacy. Alumni have gone on to lead national climate campaigns, shape youth positions at COPs, influence NDC reviews, and mobilized communities around issues such as debt justice, fossil fuel divestment, and land rights. The School has thus become a catalyst for mobilization, where knowledge transforms into action and solidarity into power.

As PACJA enters the final phase of its Strategic Framework, NSSCJ will evolve from a periodic training event into a permanent, institutionalized pillar of movement infrastructure and financial sustainability:

Alumni networks will be formally institutionalized as a strategic asset through regional Platforms, thematic working groups (e.g., on critical minerals, gender, or digital justice), and structured engagement pathways that connect alumni to PACJA's advocacy, research, and policy processes;

Applied learning will be deepened, moving beyond conceptual understanding to hands-on skill-building in policy engagement (e.g., drafting shadow reports, engaging AU mechanisms), MEARL system design, climate finance literacy (including accessing Loss and Damage funds), and digital safety, ensuring alumni are not only informed but operationally equipped to lead;

Integration with PACJA's research and knowledge systems will be strengthened, positioning NSSCJ as a living laboratory where grassroots insights inform academic partnerships, policy briefs, and CJIFA learning while also ensuring that scholarly knowledge is made accessible and actionable for frontline advocates.

A Hybrid Training Hub will be established as a self-sustaining enterprise, offering certified, modular courses delivered online, in-person, and in blended formats to a wide range of clients, including government ministries, universities, regional bodies (e.g., RECs, AU), international NGOs, and private sector actors committed to just transitions. Revenue generated from these services will be reinvested into NSSCJ's core programming, scholarship funds for marginalized participants, and movement-building activities ensuring that the school remains financially resilient, movement-rooted, and scalable.

This Hybrid Training Hub embodies a powerful principle: knowledge is not only a public good, it is also a strategic asset. By monetizing its intellectual capital without compromising its values, NSSCJ ensures that PACJA's leadership pipeline is not subject to donor whims, but anchored in Africa-owned, justice-driven, and financially sustainable infrastructure.

By 2030, NSSCJ will stand as the continental nerve center for justice-led climate leadership, a self-renewing ecosystem that cultivates critical consciousness, drives policy change, and generates the resources needed to sustain the movement. It will prove that the most powerful solutions emerge not from distant boardrooms, but from empowered communities and the leaders they cultivate for Africa, by Africa, and in service of climate justice.

iii) The Africa Climate Legislative Initiative (ACLI)



This is a space where the Parliamentarians of Africa can engage with other stakeholders to strengthen their capacity on climate change issues and climate legislation. PACJA is holding this space as it facilitates and builds the capacity of the ACLI by supporting the work of Pan-African Parliament and other regional legislative bodies. The work has included intensive engagement on policy and practice processes at continental levels, promoting and enhancing parliamentarians' participation as an important constituency for policy and legislative agenda. The work

with ACLI has brought together members of Parliament from National Assemblies and Regional Parliaments across the continent. It is envisioned that parliament members with ACLI will translate policies into laws to enable an environment for implementing the Paris Agreement and NDCs. ACLI is gradually emerging as a platform for African parliamentarians' engagement in climate change discourses. The voice of parliamentarians in these discourses is vital in the context of shrinking space of civil society not only in UN processes but in many African countries. This creative partnership with parliamentarians can help in advancing the civil society standpoints in policy and law framing as they are an arm of government which makes the Laws.

PACJA will continue working with regional parliaments and PAP in advancing the climate change agenda from a legislative point of view. Currently, the Alliance is working with PAP in development of a model law on climate change.

iv) Pan African Media Alliance for Climate Change (PAMACC)



This is an initiative that brings together journalists with an interest in climate change agenda. It promotes climate change reporting in Africa and amplifies African climate justice narratives. The initiative has transitioned to almost a fully independent program with complete governance structures. PACJA will continue supporting the initiative to enhance its capacity to propel Africa Narratives on climate change in the continent.

v) Africa Climate Change & Environmental Reporting (ACCER) Awards



This is an initiative started by PACJA to motivate and strengthen the role of African journalists. It is geared towards recognising African journalists who excel in constructive climate change reporting.

The ACCER Awards Finalists Academy (TAAFA) strengthens the capacity of reporters and media trainers across Africa on climate and environmental reporting, increasing high- quality news coverage.

PACJA will continue working to identify and award African Journalists committed to telling African stories on climate justice and providing them with platforms for access to information and their inherent

contribution for furthering African narratives. The Alliance will put more efforts in supporting journalists reporting in local languages and those in the digital platforms to enhance our coverage in the continent.

vi) Pan African Partnership on Climate and Health (PPCH)



PACJA, in partnership with other like-minded partners, established the Pan African Partnership on Climate and Health, which was launched at COP29 in Baku. This initiative advances dialogues on the climate and health nexus, and provides a platform for actors in Climate and health to engage in policy influence and catalyze action on climate and health discourses.

While amplifying the pressing threat of climate change on human health, including heat stress, waterborne diseases, malnutrition and food insecurity, vector-borne diseases, and mental

health challenges, the initiative underscores the centrality of health in advancing resilience and the catalytic role it can play in spurring climate action. The initiative emphasises the need to centre the 'One Health Approach' in policy processes such as NDCs, NAPs, and climate finance strategies as captured in the Common African Position on Climate and Health. PACJA will continue to raise the profile of the climate-health nexus at the national level through the climate and health working group at the country level, as well as advance the discourse at regional and global spaces, ensuring this nexus issue is well reflected in all policy spaces.

vii) Africa Coalition on Sustainable Energy and Access (ACSEA)

The African Coalition for Sustainable Energy & Access (ACSEA) is a consortium of CSOs, private sector, academia, and research institutions advocating for renewable energy and energy access in Africa. The Initiative promotes conversations on transitions from carbon-heavy economic models to sustainable and renewable energy-driven economies. The influence of ACSEA has grown and now anchors the Six30 campaign on access to energy on the continent and the Youth for Adaptation Finance agenda, pursuing funding that seeks to support youth to enhance resilience of their livelihoods and economic systems.

viii) Climate change and security in Africa (CLIMSEC Africa)



CLIMSEC is an initiative established by PACJA and other partners in 2022 to address the nexus issues between climate change, conflicts and human migration in Africa. Responding to climate-related security risks requires an integrated approach that combines knowledge on climate risks with the social and political realities, particularly in Africa. To improve responses, it is therefore important to interrogate how conflicts and conflict-related migration relate to climate change and to identify and develop adequate measures for conflict and migration prevention that are regionally owned. The initiative focuses on: curating dialogues with stakeholders in the sector; generating knowledge and innovations for wide-scale adoption; strengthening capacities of individuals and institutions operating in climate security hotspots and promoting engagement with practitioners and policymakers for greater impact.

ix) South-South Youth Platform on Climate Justice (SYPLACTICE)



SYPLACTICE is a Global South platform conceptualized as a felt need by empowered and trained alumni of the Inaugural Nairobi Summer School on Climate Justice (NSSCJ) which was hosted in Nairobi in 2021. The platform brings

together youth climate justice activists from all the countries across the South- South divide to dialogue, address challenges and develop actionable solutions

x) Afro Descendant Collaborative on Racial & Climate Justice

Climate justice advocacy is a venture which calls for a multi-stakeholder approach for greater impact. PACJA, being a continental alliance operating in Africa, derives value in collaborating with other like-minded movements in the global south and beyond. This initiative provides a platform for African CSOs under the auspices of PACJA to interact especially with the Afro descendants in America, Latin America and other regions and drive the climate justice agenda of common interest.



xi) Youth for Adaptation Finance (YAF)

This is an initiative driven by the African youth aiming at mobilizing African youths from diverse backgrounds and regions to advocate for a fair adaptation financing system for Africa. Africa is one of the most vulnerable regions to climate change impacts, with devastating effects such as droughts, floods, and extreme weather events affecting millions of people's livelihoods. Despite being the least responsible, Africa has the least capacity to adapt. This initiative provides the youth from Africa and beyond with a platform to drive a change in the narrative from Africa as a victim of climate change to a continent full of energetic change agents.

6

PACJA RESULTS FRAMEWORK (2026–2030)

This framework will be operationalized through annual work plans, departmental logframes, DNP and SIs' compacts, with progress reviewed quarterly through the MEARL learning cycle. It positions PACJA not just to implement a strategy, but to learn, adapt, and lead—ensuring that the final phase of the 2021–2030 journey is its most impactful yet.

6.1 RESULTS FRAMEWORK (2026–2030)

Strategic Objective	Key Outcome (2026–2030)	Key Indicators (Refined)	Means of Verification	Target (2030)	Lead Department(s)	Cross-Cutting Approaches	Key Risks	Mitigation Measures
SO1: Resilient and Transformative Green Livelihoods	Communities across Africa lead ecologically sound, economically viable, and socially just climate adaptation through diversified, locally owned enterprises.	▶ % of CJIFA grantees reporting improved household resilience ▶ # of community-led enterprises (clean energy, agroecology, eco-tourism) generating sustainable income ▶ # of policy linkages influenced by grassroots evidence (e.g., FLLOCA, county budgets)	CJIFA grantee reports, MEARL dashboards, DNP feedback, policy briefs, FLLOCA monitoring data	100+ CJIFA grantees; 80% reporting improved resilience; 20+ policy linkages	Livelihoods & Adaptation Unit (supported by CJIFA Unit, MEARL Unit)	CJIFA (financing + sustainability programming), NSSCJ (youth enterprise training), FLLOCA alignment, MEARL learning	Political instability; market volatility; climate shocks	Rapid response fund; business model support; diversified income streams; scenario planning

Strategic Objective	Key Outcome (2026–2030)	Key Indicators (Refined)	Means of Verification	Target (2030)	Lead Department(s)	Cross-Cutting Approaches	Key Risks	Mitigation Measures
SO2: Public Engagement and Mobilization	A unified, intersectional, and resilient pan-African climate justice movement drives public discourse and holds power accountable.	▶ # of NSSCJ alumni actively engaged in advocacy/policy (e.g., DNPs, COPs) ▶ Social media reach & engagement (multilingual) ▶ # of joint campaigns with DNPs, faith networks, youth movements	Alumni surveys, digital analytics, campaign reports, NSA Platform participation records	1,000+ alumni engaged; 3M+ annual digital reach; 10+ continental campaigns	Movement Building Unit (supported by Communications, NSSCJ Secretariat)	NSSCJ Alumni Network, NSA Platform, CJIFA grantees as advocates, Digital Safety Protocols	Shrinking civic space; disinformation; donor-driven agendas	Digital security training; decentralized mobilization; value-aligned partnerships
SO3: Research and Knowledge Development	PACJA is recognized as Africa's trusted source of justice-centered, co-produced climate knowledge that informs policy and strengthens movements.	▶ # of PACJA co-produced knowledge products (policy briefs, case studies, research papers) ▶ Citation rate in policy documents/media ▶ # of DNPs using PACJA evidence in advocacy	Digital repository analytics, media scans, policy document reviews, DNP feedback	60+ knowledge products; 30+ policy citations; 80% DNP uptake	Research & Policy Unit (supported by MEARL Unit, NSSCJ, CJIFA)	NSSCJ as knowledge hub, CJIFA as evidence generator, African research partnerships (ACTS, CSAG, RUFORUM), MEARL learning events	Data gaps; weak research capacity; extractive partnerships	Dedicated Research Strategy; peer review; capacity building; ethical MOUs

Strategic Objective	Key Outcome (2026–2030)	Key Indicators (Refined)	Means of Verification	Target (2030)	Lead Department(s)	Cross-Cutting Approaches	Key Risks	Mitigation Measures
SO4: Policy and Investment Influence	African civil society shapes continental and national climate governance to prioritize justice, equity, and locally led solutions.	\$ value of climate finance influenced toward adaptation/ grants # of national/ regional policies shaped by PACJA input (e.g., NDCs, Model Law) # of CJIFA/NSSCJ voices in AU/ UNFCCC processes	NDC tracking tools, finance flow analysis, policy adoption records, COP participation logs	\$100M+ influenced; 25+ policies shaped; 50+ community voices in global forums	Policy & Advocacy Unit (supported by ACSEA, KPCG, DNP Coordination)	CJIFA evidence-to-policy pathway, NSSCJ alumni in policy spaces, BRICS+ engagement, MEARL policy influence tracking	Policy reversals; donor conditionality; weak state accountability	Scenario planning; rapid advocacy response; coalition building; legal support
SO5: Holding Duty Bearers Accountable	Governments, financial institutions, and corporations are held accountable for climate commitments through transparent, community-led mechanisms.	% of DNPs using accountability tools (e.g., NDC trackers, finance monitors) - Stakeholder satisfaction with feedback mechanisms # of public interest litigation cases supported	Accountability tool usage reports, satisfaction surveys, legal case files, MEARL feedback loops	90% DNP tool adoption; 85% satisfaction; 10+ litigation cases	Accountability & Legal Unit (supported by MEARL Unit, HRDs Desk)	CJIFA safeguarding & feedback, Transparency International tools, MEARL downward accountability, HRD protection	Civic space restrictions; legal risks; weak enforcement	Rapid response fund; digital security; CSO-to-CSO accountability protocols

6.2 Cross-Cutting Enablers & Institutional Responsibilities

Approach / Function	Key Actions (2026–2030)	Lead	Link to Results Framework
MEARL Integration	▶ Develop an aligned MEARL Strategy (2026 -2030) ▶ Roll out Activity Info with “minimum core” indicators ▶ Conduct biannual learning reviews ▶ Publish annual Advocacy Impact Reports	MEARL Unit	Underpins all indicators, verification, and adaptive management
CJIFA	▶ Scale to 100+ grantees ▶ Launch sustainability programming ▶ Link grantees to policy spaces	CJIFA Unit	Directly feeds SO1, SO2, SO4, SO5
NSSCJ	▶ Institutionalize alumni network ▶ Launch Hybrid Training Hub (income-generating) ▶ Integrate with research & policy	NSSCJ Secretariat	Strengthens SO2, SO3, SO4
Movement Building (NSA Platform)	▶ Sustain 16-cluster coordination ▶ Deepen South-South solidarity ▶ Bridge knowledge amplitude	Movement Building Unit	Anchors SO2; supports all SOs through constituency engagement
Resource Mobilization	▶ Launch Proposal Support Hub ▶ Establish diaspora giving channels ▶ Develop NSSCJ Training Academy revenue	Finance & Resource Mobilization Unit	Enables financial sustainability for all results areas
Communications & Branding	▶ Develop brand guidelines ▶ Platform community voices ▶ Counter disinformation	Communications Unit	Amplifies all outcomes; builds public legitimacy
Governance (Board & Secretariat)	▶ Board focuses on risk oversight, MEARL review, partnership cultivation ▶ Secretariat enables DNPs, institutionalizes “Delivering as One”	Board Secretariat, ED Office	Ensures strategic coherence and adaptive leadership

Alignment with MEARL Strategy 2026–2030

This Results Framework is fully aligned with the five MEARL pillars:

1. **Systems:** Activity Info, unified indicators, digital repository
2. **Capacity:** Proposal Hub, DNPs training, NSSCJ applied learning
3. **Learning:** Bi-annual reviews, outcome harvesting, knowledge products
4. **Accountability:** Upward (Donor partners), Downward (communities), Horizontal (Affiliates and Allies)
5. **Evidence-Based Advocacy:** Policy influence tracking, contribution analysis, impact reports

All indicators are designed to be SMART, MEARL-verifiable, and movement-relevant—ensuring that data collection serves learning and action, not just reporting.



7 ANNEX

Annex 1: Strategic Context Summary (PESTEL Analysis)

As PACJA enters the final phase of its 2021–2030 Strategic Framework, it does so within a rapidly-shifting global and continental landscape. The interplay of political realignments, economic pressures, social movements, technological disruptions, ecological emergencies, and legal developments creates both unprecedented openings and acute vulnerabilities for the climate justice movement in Africa.

To ensure that strategy is not developed in a vacuum—but is instead responsive, anticipatory, and opportunistic—PACJA must ground its planning in a clear-eyed assessment of this multidimensional context. The table below synthesizes a PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis, identifying for each dimension:

Opportunities to seize

- ◆ Threats to mitigate
- ◆ PACJA's existing strengths that can be leveraged
- ◆ Strategic responses to institutionalise.

This is not a passive scan, but an active strategic compass. It confirms that PACJA's relevance is not diminishing—but evolving. As states retreat from climate ambition, as finance becomes conditional, and as narratives of scarcity and securitisation gain ground, the civil society and NSAs must advance justice with greater sophistication, deeper solidarity, and sharper strategic agility.

The analysis affirms that PACJA is uniquely positioned to turn context into advantage: through its partnership with the PAP to shape continental law, its CJIFA mechanism to unlock locally-led solutions, its NSSCJ network to cultivate next-generation leadership, and its legal and advocacy infrastructure to defend rights and hold power accountable.

In the final phase of its Strategic Plan, PACJA will not merely adapt to this context—it will strategically intervene in it, using its strengths to amplify opportunities, neutralize threats, and ensure that Africa's climate future is just, equitable, and led by those who know its stakes most intimately.

Dimension	Opportunities	Threats	PACJA's Strengths	Strategic Response
Political	AU Climate Strategy BRICS+ expansion	U.S. policy shifts; coups in West Africa	PAP partnership; NSA platform	Deepen AU engagement; diversify advocacy
Economic	Green investment in Rwanda/Ethiopia; critical minerals	Debt distress; donor fatigue	CJIFA; private sector partnerships	Scale social enterprises; diaspora funding
Social	Youth activism; public awareness	Cultural resistance; urbanization	NSSCJ; faith networks	Invest in grassroots education; faith engagement
Technological	Digital advocacy; AI in Morocco/Egypt	Disinformation; rural connectivity gaps	Social media; NSSCJ digital labs	Counter-disinformation; offline tools
Environmental	GST outcomes; Loss & Damage Fund	Climate shocks; biodiversity loss	Ecosystem restoration; FLLOCA	Scale nature-based solutions; community resilience
Legal	Model Law on Climate Change; right to clean environment	Weak enforcement; civic space restrictions	Public interest litigation; HRD support	Strengthen legal aid; community paralegals support



8

MOVING INTO THE FUTURE

The final phase of the Strategic Framework—spanning 2026 to 2030—is not a concluding chapter, but a strategic inflection point: a decisive moment to consolidate lessons, sharpen focus, and position the Alliance as the unwavering moral and operational compass of Africa’s climate justice movement. In an era defined by geopolitical realignment, climate chaos, and contested multilateralism, PACJA must double down on African agency—asserting the continent not as a site of victimhood or extraction, but as a source of solutions, sovereignty, and solidarity.

This requires a fundamental reorientation: from seeking permission to lead, to claiming the right to define. African civil society (and larger NSAs) must no longer be framed as a stakeholder to be consulted, but as the primary author of climate justice on the continent. This means centering community power—not as a metaphor, but as a governance principle. It means ensuring that women farmers, Indigenous guardians, forest stewards, youth innovators, pastoralist communities, and urban poor do not merely inform policy, but co-determine it; that their knowledge is not extracted for reports, but resourced, scaled, and protected; that their enterprises are not pilot projects, but pillars of a just, green economy.

At the same time, PACJA will strategically leverage geopolitical shifts—not as passive observers, but as active shapers. The expansion of BRICS+, the operationalization of the Loss and Damage Fund, the AU’s Climate Change and Resilient Development Strategy and Action plan 2020 - 2030, and the global reckoning on critical minerals, present unprecedented openings to rebalance power, demand equity, and redirect finance. PACJA’s role is to ensure these processes do not replicate old hierarchies but are reimagined through a justice lens—where Africa’s mineral wealth translates into climate finance, where debt justice precedes climate loans, and where continental positions are forged in Community Assemblies, not Donor Boardrooms.

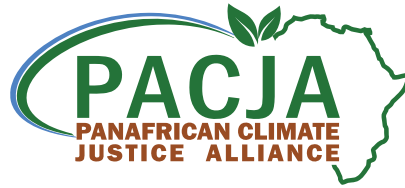
Critically, the 2026b- 2030 period must be designed not as an endpoint, but as a springboard—a launchpad for a new era of climate action that is locally-led, yet globally influential, rooted in African realities, yet resonant worldwide. The systems built—CJIFA’s trust-based financing, NSSCJ’s leadership pipeline, the NSAs Platform’s intersectional unity, the MEARL Strategy’s learning culture—are not temporary interventions. They are the foundations of a permanent movement infrastructure: one that outlives funding cycles, withstands political storms, and grows stronger with every crisis it navigates.

By 2030, PACJA will have proven that justice-centered climate action is not only possible—it is already happening, in villages, cities, and policy halls across Africa. The Alliance’s legacy will be measured not in projects delivered, but in power shifted: to communities, to women, to youth, to the Earth itself. And from this foundation, the movement will not end—it will multiply, evolve, and lead with ever-greater clarity, courage, and collective might.

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