



**Organisational set up of the NAPFO and
APFO network in Kosovo**

Connecting Natural Values & People Foundation

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1. Introduction

Private forestry is an important part of Kosovo's forests comprising of 38% of the total forest. The private forests are owned by many families all owning small areas of forests. The total number of private forest owners (PFO) is about 132.000 with an average forest ownership of 2.5 ha. The scattered forests and high number of people is a hindrance for proper private forestry development. Who is representing the private forest owners and how to communicate, provide information, training or other services to PFOs? This paper tells one of most important project's impact and lessons learnt regarding the support and development of the Associations of Private Forest Owners in Kosovo (APFO).

This paper tells one of the seven stories on the project's impacts and lessons learnt. It provides insights in the concepts, project activities, the outcomes and impacts, the challenges and opportunities of Development of the APFO network in Kosovo. The other six stories include: 1) Forestry and Gender, 2) Forest Decentralisation in Kosovo, 3) Sustainable Forest management practices (coppice and pre-commercial thinning) for joint forest management, 4) service provision by forest associations, 5) development of regional networking with REFORD, and 6) Wood biomass production and utilisation with Private Forest Owners (PFO).

2. Background information, current situation and relation with the Project

In Kosovo, the first national association was established in 2005 with support from FAO, which figured more as a contact point for some villages. In 2009, when the CNVP/Sida forestry project started in Kosovo, private forestry was still hardly organized. A small private forestry association existed with less than 50 private forest owners at national level. Through the project the private forestry sector gained momentum. The project worked on the legal basis and made it possible for PFOs to establish and register independent entities at municipal level as APFO. Gradually, year by year the project covered the 16 municipalities of the three regions as it is planned for the four years period. During this period the joint working plan has been made with the NAPFO and APFOs with the focus on Capacity Building Service and Information Provision.

In 2010, 9 local associations with 550 members were established in addition to the national association. In 2011, the number of local associations increased to 16 with 1500 members, while the national association was reorganized and became the National Association of Private Forest Owners (NAPFO) as network and umbrella organization representing the local associations. The number of members of the 16 associations established by the associations increased to about 3,600 members in 2013. The private forestry network of Kosovo is well connected with other private and communal forest associations within the Balkan region.

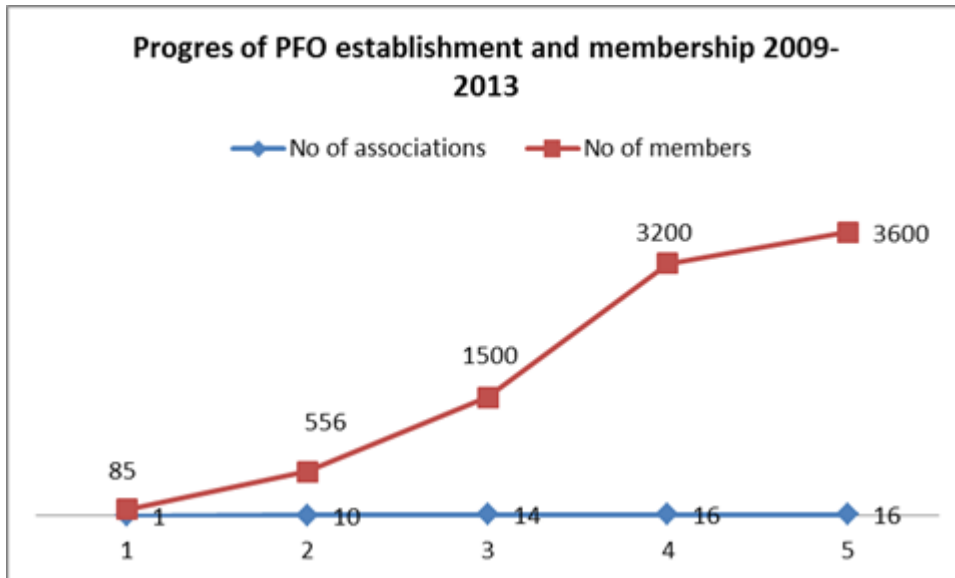


Fig. 1 Gradual growth of local associations and its members

3. Private Forest Owners and Support of Sida-CNVP project

3.1 History, Initiative phase and steps towards current structures

In 2009 NAPFO was known as an association of private forest owners represented only by a few people from a few villages of Rahovec, Peja and Ferizaj. The organization was not structured, but these representatives with the project support started the awareness activities in the three regions of Kosovo: Ferizaj, Prizren, and Peja. The focus was information of private forest owners for the possibilities of inclusion in the NAPFO and project activities, the assessment of current private forestry sector and the needs of private forest owners for development of this sector.

The way of organizing forest owners in appropriate structures was challenging, since it should be their decision. The project supported the organizational process by providing the experience of the Forest Associations from the regional countries. Therefore, considering also the organizational level of the country, the forest owners as representatives of several villages have decided to start establishment of their organizational structure at the municipality level. After this, the further steps were clearer. The plan for initiating the organization process was made with several steps including:

1. Collection of data base for the forest situation, forest owners registered in respected municipalities
2. Joint visits with the representatives of project, KFA, forest owners in the villages and municipalities followed by information meetings /feedback from them regarding their interest for being part of the association at the municipal level

3. Organizing initial seminar for establishment of the association of private forest owners, where the working group for preparation of final meeting is selected, and the statute is prepared and consulted with the FO of the represented villages
4. Meetings of the working group for the findings and statute review
5. Organizing establishment meeting including approval of statute, selection of board and management bodies
6. Process of registration

Therefore, based on the statute and agreement of members' association, the organogram of the organizational model of Private Forestry Owners Association is as shown in the below diagram.

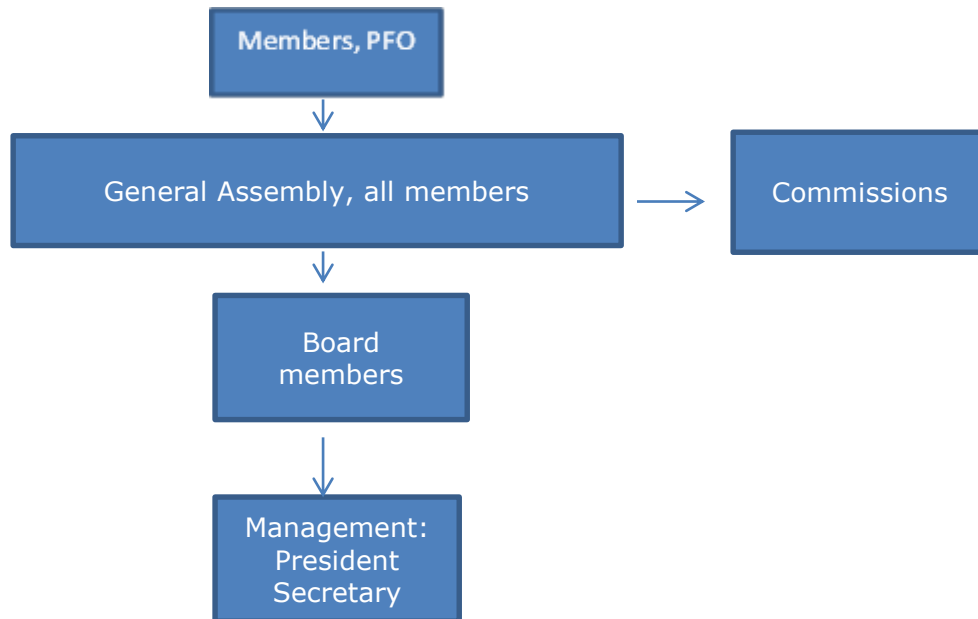


Fig.2 Organogram of organizational model of APFO

After setup of the organizational structure, NAPFO has been restructured with the APFOs being members representatives functioning under the umbrella of the NAPFO.

3.2 Progress of activities on APFO establishment

After the initial phase of assessment and elaboration for the process and way of organisation of AFPO, gradually the APFOs were established at municipality level. Below the scheme of the development is shown.



Women Sectors

Istog -2012

Nova Brde Junik-2013

Gjakova 2014



Fig.3. Municipalities with registered and functioning of APFOs

3.3 Democratic election process for the establishment of APFOs

The first Forest local association "Mali" is established on 19 December, 2009 in Suhareka municipality. The whole process was organized by the working group with the project support. Important role for facilitation of these establishment meetings had the President of existed Association of Forest Owners of Kosovo.

The process of election is democratic, based on voting of all village representatives. After decision on the way of voting: closed or opened, every proposal was followed with the vote counting, starting with the statute approval, election of board, management body, proposals for name, logo of Association. At the end, the elected president with the board completed the list of assembly members, worked on final document of statute and based on the administration rules followed the process of registration of association.

Gradually this process was followed in 16 municipalities, whereas it is important that by organizing the local level associations, it was necessary re-organizing structure for national level. The original association called NAPFO established in 2005 but mainly having limited members from the Peja, Rahovec region was still functioning as the national level association. The establishment of the local associations was made jointly with this NAPFO especially the president. With the establishment of the local APFOs the structure of NAPFO needed to be addressed as well. Therefore, the democratic election process continued during the re-organizational structure of the Association of Private Forest Owners at the National level. To become really the representation structure of PFOs and their local Associations it was decided that the APFOs should form the NAPFO instead of having individual members of PFOs forming the NAPFO. Therefore, the board members are representing the members of local association and the NAPFO is functioning as an umbrella for the local associations.

3.4 Vision, mission and strategy of the associations

The vision of the Association of Private Forestry Owners is:

Joint private forestry owners with increased knowledge on forest management, through service provision, safeguarding biodiversity, protection of members' interest will manage their own forestry on sustainable manner, contributing to local economy.

NAPFO's objective is to cover all the territory of Kosovo and to have the representation in all municipalities, thus increase its membership and representation at the local and national level. With this NAPFO expect to include in its structure family members, women and youth and extending multifunctional forest activities.

To ensure financial sustainability, the NAPFO has prepared business plan considering increase of their capacities for service provision; marketing activities; support from the MAFRD with focus on Rural Development program for the forestry measures; and also considering collection membership fee from other local associations.

3.5 Main functions of these associations

The NAPFO and APFO network has two main functions. Representation of PFO at local and national level and service provision to their members.

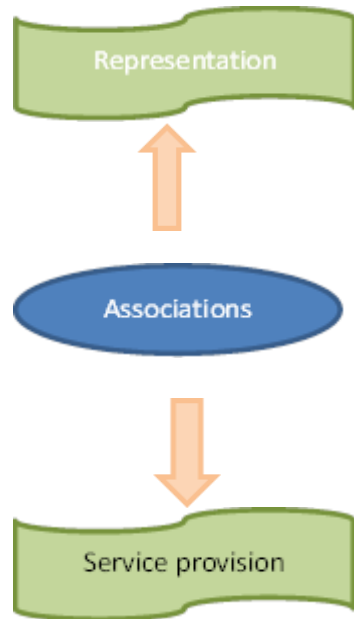


Fig. 4 Main roles of APFO network

Based on these two main roles the following functions are defined concretely by the associations, where the focus is directed at:

- Representing interest of forest family owners at local and national level for the interest of PFO related to land tenure and (contested) ownership issues, forestry reform or inclusion of forestry in rural development.
- Building relationships with stakeholders such as Municipalities, Kosovo Forest Agency, Ministry of Agriculture, Forestry and Rural Development, Environmental NGOs, Association of Wood Processors, National Parks, Ministry of Environment, etc.
- Lobbying at different institutional levels for improvement of legislation and implementation of policy.
- Provision of information on developments in the sector, subsidy opportunities, markets, forest management practices and protection using leaflets, posters, website and newsletter.
- Increase awareness of people regarding the protection and rational use of natural resources, building capacity and knowledge through training and practice on SFM practices in private forests.
- Contribute on sustainable development of private forestry through the provision of services related management, management plan preparation, protection and marketing.

The associations' general long term functions contain a wider range of roles and functions that associations fulfil, including 1) representation of members; 2) lobbying and advocacy; 3) networking, relations and brokering; 4) capacity building services and 5) economic

services. Some of these are provided, others only limited provided by the APFO network or are in development, while others will need attention to be provided in the future.

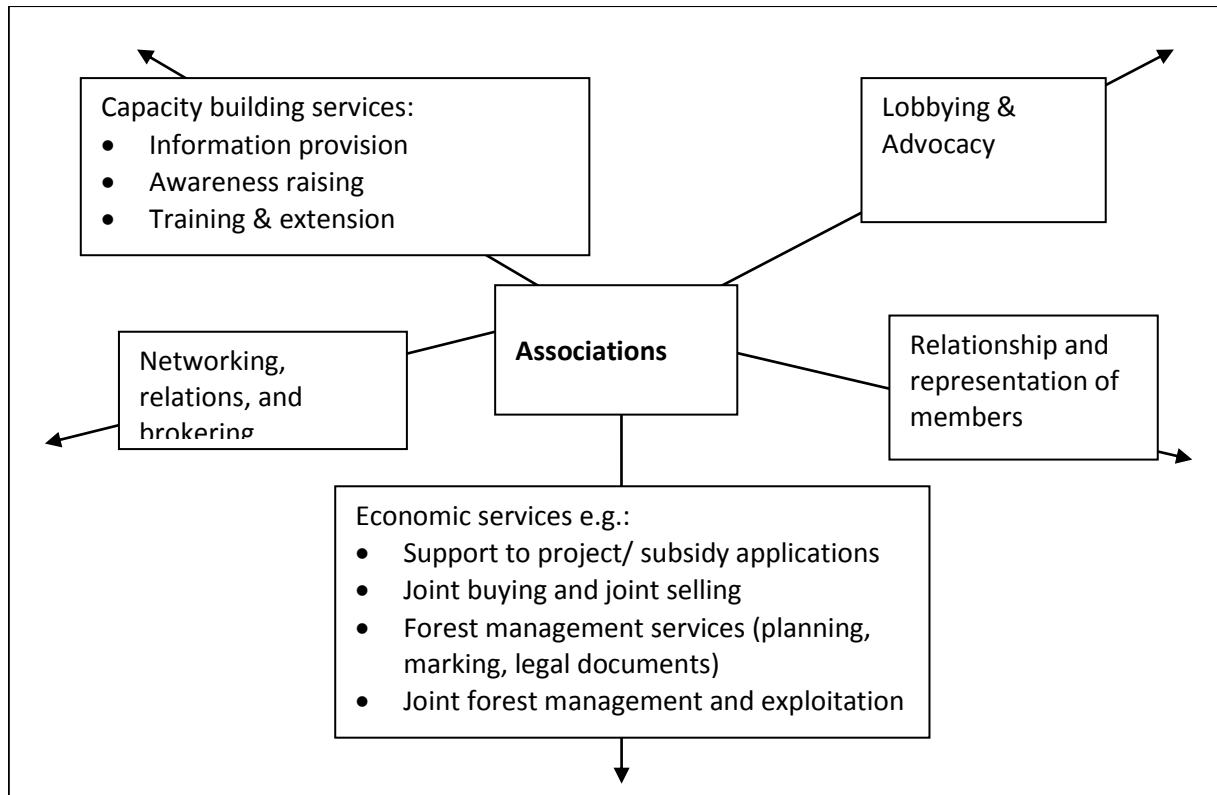


Fig. 5 Roles and functions of APFO network

3.6 Legal framework

The organisation and development of structures of private forest owners are supported within the framework of policy and strategy of Kosovo for Development of Forestry and in line with the forestry related legislation.

All 16 Local Associations of Private Forestry Owners are registered as a legal entities based on the legal framework of the NGOs registration within the Ministry of Public Administration, they all have their statute and certificate of registration and functioning within the related municipality, whereas the National Association of Private Forest Owners is presenting the interest of all private forest owners of Kosovo with the relevant institutions of the forestry.

3.6 Project support for capacity building of PFO

From the beginning of the project, the activities were planned according to the needs of the PFO in three regions Peja, Prizren and Ferizaj. The activities realized during these period with PFO were focused on:

- awareness and information for the PFO;
- finding the best way of organizational structure based on the needs of PFO and country structure as well as based on the regional practices;
- identified training needs, and service delivery;

- lobbying;
- Organizational strengthening by establishing local associations and restructuring national association;
- Methodologies of practicing sustainable management practices and joint forest activities;
- Learning from the regional experiences and from other countries on sustainable forest management and organizing for the service delivery.

The implemented activities have been improved based on the results measurement realized after a certain period of the year with the PFOs, where it has been indicated that after establishment of associations it is needed more focus on service provision, such as trainings on specific modules. Therefore, the project jointly with NAPFO representatives identified 6 trainers that were trained for the training of trainers (ToT). After identified modules, trainers continued to deliver the trainings at the village level by combining the theoretical part with the practice in the field.

Through participatory preparation of management plans forest owners were introduced to the new methodology through "learning by doing" for setting of forest development objectives, data collection and activity planning. These small scale forest management plans for private forest are made in a participatory manner, involving the family. This provides a better multi-functional forest management and directed at their needs and interest. The focus of private forestry herewith become more in family forest where the forest are seen as integral part of the family livelihood and connected with other natural resources. This allows as well better focus on non-timber forest products, especially important for women.

Other vocational training delivered were in the field of Fire Protection, Motor chainsaw & Wood felling, Safety measures Forest management planning and Sustainable Forest Management (SFM) practices and GPS.

One of the tools used for increasing organizational capacities was Organizational Assessment Tool (OAT) prepared and realized according to the actual organizational situation for each of 16 local associations as well as NAPFO. The components and indicators of the OAT are adapted to the actual situation and structure of the local and national associations in Kosovo. The women participation on the organization and their contribution on private forest management is one of the indicators for (OAT). This tool is used to make a participatory review of the organisation and its functioning and based on that propose actions for further improvement and strengthening.

4. Achievements through the years

4.1 Organizational Strengthening

With the support of the project Sida/CNVP one of the main findings from 2009 is organisational structure of Private Forestry Owners in the Local Associations and restructuring of National Association of Private Forestry Owners, whereas the number of organized forest owners from three regions of Kosovo increased to 3600 members. The organization during this period has strengthened its capacities to provide advisory and training services for the private forest owners that meantime indicate increased members in the associations, and also interest of women for being part of these structures. Therefore, after the establishment of local associations, the national association has been restructured

and now it consist of the representatives of the local associations elected in the general meeting of the Restructuring National Association. The sectors of women are also part of the organizational networking, as a sectors within the local associations.

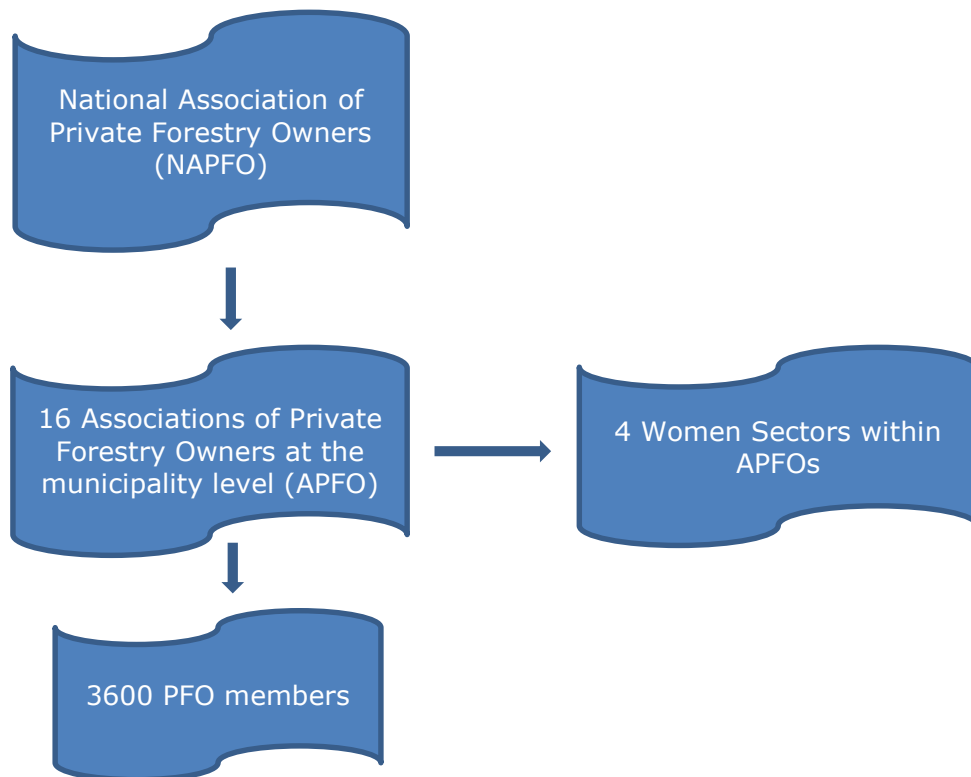


Fig. 6 Structure of APFO network

The process included first the establishment of Local Associations at the municipality level, that concerning legal issues all have their own statute, management bodies such as:

- President
- Secretary
- Members of Presidency
- Board committee
- Assembly

All of these local organizations are registered as independent legal entities and are represented at the national level by the National Association of Private Forestry Owners that was restructured with new members and has also its management bodies.

In the support of the associations gradually an increased focus is given to family forestry. Private forest are in general important for the whole household and provide many different products and services. With stressing family forestry more right is given to this and the importance of the forest for the whole family.

By using the term 'family forests' more women were part of the organizational structures As a result the new sectors of women within the local associations have been established and the interest of being part of forest organizations are increasing.

The Private Forestry Owners Associations for the registering their members are using the registration forms with information of their forest and then gathered all the in a list of total members for each of associations (see annex 1).

4.2 Training for organizational strengthening

For increasing capacities of the NAPFO and APFOs members for organizational strengthening, several trainings were provided such as:

-Advocacy and Lobbying, that provided instructions and methodologies for strengthening NAPFO and APFO influence to governmental or local institutions for proper addressing of their needs and interest of forest owners.

-Leadership and Communication where main methodologies for management communication and relationships with the public and media were introduced and exercised.

-ToT training of NAPFO and APFO representatives (6) where one the trainer is woman and is continuing to provide service provision to the forest owners. The training provided methodologies and techniques for trainers including communication, management strategies and exercised sessions for playing roles on specific modules selected.



Fig. 7 ToT, Certified NAPFO trainers

-Organizational Assessments (OAT) was also one of the mechanisms used for organizational strengthening, where focus is given to the capacity strengthening of the associations in their functioning. The OAT components are:

1. Internal organization and membership
2. Participation/ representation and advocacy
3. Private forest Management/ Service provision
4. Capacity building and information provision
5. Marketing and external relations

Based on the assessment of these 5 components where each of them has per five indicators, the NAPFO and APFOs were able to develop an action plan and improve areas of interest. One of the indicators is women involvement in organizational structure that resulted as low for most of the organizations; therefore it has been shown an interest for encouragement of women participation in organizational networking.

Several regional meetings, for sharing of different practices on the organizational structures were organized; study visits in Austria, Albania, Macedonia, Montenegro and Bulgaria had also an objective of learning from their functioning and organization structure.

4.3 Organizational structure – Women sectors

Within the network of NAPFO, women representation is gradually increasing as a result of awareness and information meetings for the role of women in forest management activities especially for the improvement of the economic development. Within the board of NAPFO from 9 people, 2 are women. APFO interest is also encouragement of women participation in their organizational structures. Therefore, the establishment of women sectors within the associations was initiated after an experience gained from regional practices in Albania.

The first women sector in Kosovo was established in Istog within the local association Rudina on December 2012, followed with establishment of two other sectors in Junik and Nova Brde during 2013 and one in Gjakova in 2014.



Fig. 8 Women sector within APFO "Rudina," Istog and "Gjeravica," Junik

4.4 Information Provision

The information provision is one of the main used mechanisms for awareness raising of PFO from the start of the project. In the beginning the information meetings were organized with the aim of organizing forest owners in functional organizational structures. Different practices were shown together with the raising of awareness for fire protections where publication materials were shared such as booklets, leaflets and posters. The local and national associations prepared the leaflets for awareness raising and information for increasing interest of forest owners for being part of organizational networking.

The webpage for sharing the information and awareness raising is prepared, designed and is being updated with the new materials and activities realized by the representatives of NAPFO and APFO. For the webpage and information dissemination woman representative of NAPFO is responsible. The webpage of NAPFO with the information on organizational structure including women sectors are in place. It is important that the Association of Kosovo and Federation of Albania have managed to have and publish a joint newsletter "Kurora e Gjelber" now called "Live Green" where the forest owners and interested experts of the field can contribute with their articles. The newspaper very often encourages women

of both countries to have only women editions published. The newsletter is also regularly posted in the webpage of Association of Private Forestry Owners www.akppp.net.

The awareness raising and information provision was applied during the realization of the project for school children of private forest owners in three municipalities where the book "My forest our life" with the information on forestry and management of forests in the small scale is published and shared with some of the schools and Forest Owners Associations. In addition, posters, exhibitions drawings for the event of International Forestry Year were presented.

The information provision had an important role during realized activities and events organized by the NAPFO and APFO such as during organized training modules where different leaflets and posters were used. Besides, the impact were more visible during organized events such as "Chestnut Day" in Junik , presenting the new innovation heating system by wood biomass production in the Rugova valley, or cultivation of fast growing trees (*Salix alba*).

Information dissemination by the representatives of NAPFO and APFO had an important role for awareness raising and promotion of activities and organization in a wider public through newspaper, TV or radio.

4.5 Process of Lobbying

With setting the new organizational network at the local and national level, NAPFO was more confident and more right to represent interest of forest owners at the ministry level to the Kosovo assembly regarding difficulties of facing with the management of their forest. The representatives of NAPFO presented main needs of forest owners regarding forestry law, simplification of legal procedures of private forest harvesting and support in preparation of management plans, as well as inclusion of PFO in agricultural subsidy and grant schemes.



Fig.9 Organized lobbying meetings for the law on forestry

Within the lobby process the local association of Peja with the consultancy support drafted the study on analysis of the contested property in the region of Rugova involving forest owners, employees Kosovo Forest Agency and Cadastre. Forest ownership is an important issue especially in this region and many unsolved ownership issues exist. The study aims at providing further clarity on the history and different cases regarding claims of villagers.

Through continuous lobbying process, it has been achieved that the Kosovo Forest Management Board for implementation of forest strategy, has a NAPFO representative as a board member. Besides lobbying for law, the focus has been given to contribution or relocation of afforestation fund of the Ministry to the management of private forestry. Therefore, it has been organized the seminar on: Implementation of schemes and management of funds of program for direct support to rural development: Opportunities of supporting private forestry owners. In the seminar with their presentations contributed representatives of the Ministry of Agriculture Forestry and Rural Development, Agency of Payment, European Commission, Private Forestry Owners, representatives of CNVP, representative form Payment Agency of Albania and other relevant actors that gave their outputs through discussion session. This activity indicated the readiness of the institutions to support forestry related activities where the private forestry owners presented the possible activities for the subsidies such as: nut tree production, bio energy (production of wood biomass with e.g. Willow fast growing species), rehabilitation of Chestnut and Oak high forest, Rehabilitation of degraded Oak forest, low forest, production, employment in biomass production (pellets, wood chips, briquettes) and small timber products (finger joints). The new EU policy on Rural Development has a direct inclusion of forestry. This also supports the inclusion of forestry measures and activities in the national programmes for Rural Development in Kosovo. Based on the willingness of the institutions NAPFO continues to lobby for the concrete inclusion of such measures.

NAPFO is continuing the lobby process for PFO by preparing and organizing the meetings with the Parliamentary Group for Forestry by representing their interest for private forest management.

4.6 APFO acknowledged stakeholders in forestry

APFO network is now an accepted and recognized stakeholder at local and national level. Is a partner of MAFRD, is member of the Forest Management Board for support and monitoring of the forest strategy and its implementation. Furthermore NAPFO is a member in the working group for the new law and an accepted partner at municipal level through its APFOs with KFA and municipalities.

APFO has achieved to be a reliable partner of the certain municipalities where in some cases the joint activities were realized. The APFO and municipality of Peja are also partners of the implementation of project on heating system with wood chips. Also in some municipalities it has been achieved to implement forest works in cooperation with municipality and Ministry of Labour and Social Welfare.

The networking of APFOs is getting strengthened and more and more recognized by the local and international institutions.

4.7 Service Provision

In line with service provision and increasing capacities on SFM practices of private forest owners is given jointly with APFOs. SFM practices are addressed with PFO especially in specific private forest planning model at parcel level. This allows better monitoring, reducing illegal logging (incorporating private forest harvest within the system) and simplified procedures. Involving PFO within the planning and objective setting at parcel level gives better options for linking the need with the potential and incorporating multifunctional forest management. Practices on SFM (thinning, fire prevention, production of biomass, farmer forests) are introduced. Preparation in close cooperation with forest owners of small scale forest management plans is part of the service provision of the associations to PFO. The project supports the strengthening of the associations to be able to provide such services. Therefore, the preparation of simplified management plans is one of the achievements made with the support of the project and professional representatives of the NAPFO and APFOs. There are prepared almost 80 management plans for the small scale level. This process is ongoing. Several training modules are made and identification of the training needs and potential trainers is made.

The trained trainers by the project are strengthening their capacities by exercising their capabilities with the organized training modules according to the needs of forest owners at the village level. The main modules that trainers are applying with PFOs are:

- The module of Fire Protection
- Measurement and Forest Inventory
- Management Plans at the small scale
- Motor chain saw and felling techniques
- Safety measures
- Use of wood biomass production (wood chips) for the heating systems



Fig.10 Vocational training provided by APFO trainer to PFO

During the entire project period, almost 800 people received training and coaching in a total of 44 different events in Kosovo.

5. Conclusions

One of the main challenges of the private forest owners was creating an organisational setting with different structures such as National Association of Private Forestry Owners known as NAPFO and the local Association of Private Forestry Owners as APFOs. In this way, by presenting the sector of private forestry they have become valuable and very important actors for development and sustainable forest management in whole. With this organizational setting the NAPFO has achieved to be a part of the Forest Management Board for the Forestry Strategy of the Ministry of Agriculture Forestry and Rural Development as a representative of the private forestry sector.

As an organized structure they have played an important role on lobbying and advocacy for representing the interest for better use and management of their forests, on the new developments of the legal framework such as law on forestry, initiating new practices such as development of simplified forest management plans for private forests, rehabilitation of coppice forest with the joint management practices. Therefore, the initiated activities in some sample plots have changed an attitude of the management of degraded coppice forest showing that coppice forest could also be maintained for fuel wood production. The inclusion of all important actors in this process such as PFO, KFA, Ministry of Labour, and municipality showed a successful practice of forest and social development that is important to continue in the future.

With the organizational set up of the private forest owners a lot of efforts were made to increase their capacities for service provision such as training delivery to the forest owners for specific interested topic. The training of new trainers showed an interest of the private owners for continuing with these activities in the future. Related to this during the entire project period, almost 800 people received training and coaching in a total of 46 different events.

The private forestry sector has an opportunity for having the support from the Rural Development Programme of the Ministry, particularly for the support on forest improvements, SFM and non-wood related activities. The first steps of awareness raising and creating support for inclusion of forestry in RD programmes were taken but more efforts should be taken to be part of these program in the future with concrete measures. Through extension services of the APFO structures with the women sector, the interest for the non-wood forest development is getting increased.

Now, with the organizational structure is in place and well-functioning, it is expected that the number of APFOs increase by covering all territory of Kosovo and the number of PFO becoming member of APFO to increase as well.

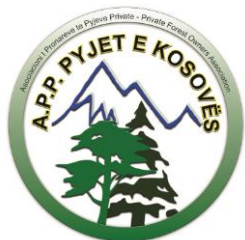
The associations established are able to deliver service provision, through their trained people, such as training in particular topics. But they are still in the phase that they are not financially self-supporting. One of the main mechanisms for continuing strengthening of NAPFO and APFOs is building their capacities for service provision, the value chain of wood biomass production, strengthening women groups focused on non-wood forest products, as well as close cooperation with the national and regional partners for exchange of forest experiences.

Abbreviations

NAPFO	National Association of Private Forestry Owners
APFO	Association of Private Forest Owners
CNVP	Connecting Natural Values and People Foundation
Sida	Swedish Development Agency
MAFRD	Ministry of Agriculture, Forestry and Rural Development
KFA	Kosovo Forest Agency
MLSW	Ministry of Labour and Social Welfare
RD	Rural Development

Annex 1

Registration form for PFO in Albanian and Serbian language



Shoqata e Pronarëve të Pyjeve Private SHPPP

FLETËREGJISTRIM

Emri:

.....

Emri i prindit:

.....

Mbiemri:

.....

Data e lindjes:

.....

Fshati:

.....

Nr. identifikues:

.....

Nr. i telefonit:

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E-mail:

.....

Sipërfaqja totale në ha:

.....

Pyll:

I lartë ha	I ulët ha	Kult-Plant ha	Kullosa ha
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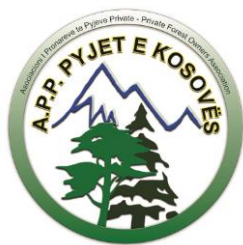
Me dëshirë dhe vullnet të plotë anëtarësohem në shoqatën e pronarëve të pyjeve private “ ” në

Pronë kontestuese:

Pyll ha	Kullosa ha
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Data / / 2012

Nënshkrimi i anëtarit



Udruženje porodica privatnih vlasnika šuma

UPPV-“ Strpce

PRIJAVA ZA ČLANSTVO

Ime :

Ime oca :

Prezime :

Datum rođenja :

Selo :

Br. L.K.

Br. Telefona:

E-mail:

Ukupna površina u ha:

Šuma:

Visoka	Niska	Plantaže	Pašnjak
..... ha ha ha ha

Sa punom voljom aplikujem da postanem član Udruženje porodica privatnih vlasnika šuma“ “
u.....

Sporna imovina:

Šuma ha	Pašnjak ha
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Datum / / 2012

Potpis člana.....



Working together to grow a canopy of trees providing home, shelter, food, a livelihood as well as a place to wander

CNVP, a The Netherlands based foundation, is a legacy organisation of SNV in the Balkans. Established through a legal demerger, CNVP will continue the SNV forestry and rural development programme in the Balkans and beyond.

CNVP envisions:

- Local communities achieving their own development goals;
- Maximising the production and service potential of forests through Sustainable Forest Management and locally controlled Natural Resource Management;
- Forests contributing to equitable local economic development supporting rural livelihoods;
- Forests contributing to wider societal interests and values including biodiversity conservation and wellbeing;
- Connecting natural values and people!

Connecting Natural Values & People

Dr Kuyperstraat 5, 2514 BA
The Hague, The Netherlands

www.cnvp-eu.org