



Building a Greener Economic Environment

STRATEGIC FRAMEWORK

2022-2027



This document defines the strategic priorities that will guide the work and the actions of CNVP in the Western Balkans region. The goals and objectives set out in this strategic framework are based on the core values of the organisation, the specific capacities and the expertise of the organisation and its relevant bodies.

The Strategic Plan for 2022-2027 derives as a result of a comprehensive organisational and situational analysis, made throughout 2022 in which all the CNVPs employees, the Executive Board and Supervisory Board and a considerable number of stakeholders among which strategic donors, experts and local organisations contributed to the analysis through questionnaires, interviews, and specific workshops which were carried out by an external consultant. In that regard, CNVP would like to extend its gratitude to everyone who has taken part in this process for their dedication and invaluable contribution in the development of the organisation's new Strategic Framework.

The 2022-2027 Strategy sets clear priorities for the future development of the organisation which will enable CNVP to grow its potential and expand its influence in the process of achieving long-term and sustainable change in provision of quality services in rural development, environment, forestry and biomass for renewable energy resulting in increased capacities of local actors.

In the Balkans, over the next five years (2022-2027), CNVP will:

- **Implement projects with a total value of €10,000,000;**
- **Assist 40,000 people from rural areas as direct or indirect beneficiaries;**
- **Assist 150 beneficiary organisations from the public, private, and/or civil sectors ;**

WHO WE ARE

CNVP Foundation (Connecting Natural Values and People) is a Dutch based non-profit organisation. As a legacy of SNV, it was established in 2012 to continue the work primarily in Western Balkans, and currently operates in Albania, Kosovo, North Macedonia, and Montenegro. The organisation designs, implements and manages projects financed by international donors and other sources of finance. The organisation is managed by its Executive Board consisted by three Country Directors and supervised by an International Supervisory Board.



OUR VALUES



CNVP is **committed** to always acting professionally, prioritizing the interests of the target audience, and establishing precise goals.



We work hard to transform obstacles into chances and concepts into original **innovative** solutions.



Our staff works in harmony, independence and **teamwork** where each member is driven by a shared goal and shared values.



Integrity is what drives us, and our personnel are guided by high moral standards, which are a top priority for everyone in the organisation.



By fostering trust both internally among employees and externally with donors and stakeholders, CNVP is **accountable** for its actions.



By bringing people from all origins and life experiences together in a setting where everyone has an equal chance, we foster **diversity and inclusion**.



As the cornerstone of a successful organisation, we support **shared learning and experience** among staff and performers.



Quality is CNVP's guiding principle, ensuring that its services are carried out and kept up to the highest standards for donors and beneficiaries.

WE ARE PROUD OF DONORS AND STAKEHOLDERS

Feedback by PONT , ALCDF, Ministry of Environment Kosovo, Agriculture University of Tirana, Regensburg University Germany

CNVP is doing a fantastic job implementing projects.

It is incredibly effective, competent, trustworthy, dependable, and transparent organisation.

Without a doubt, when compared to other project implementers, CNVP is the most trustworthy organisation.

The organisation infrastructure is seen as a huge advantage when it comes to transboundary cooperation. There are many potentials across borders, and it is expected CNVP to make use of its offices across the Balkans.

When it comes to its core areas of work, CNVP should maintain its identity, professionalism, and integrity because it is operating exceptionally well because it is able to match the target need with donor options while remaining true to its area of competence.

VISION

Green sustainable livelihoods in the Western Balkans, in harmony with nature and free from poverty

MISSION

Providing high-quality efforts for environmental protection, combating climate change, managing natural resources, forestry, developing organisational capacity, and sustaining green economic growth to improve the quality of life for rural populations.

OBJECTIVES

By developing appropriate policies, programs, and initiatives at the national and regional levels, CNVP seeks to improve the living standards of citizens, particularly marginalized groups (women and youth), partners, and stakeholders while enhancing their ability to foster conditions for sustainable development. Actions coped with the inclusion of innovative solutions into decision-making processes, aiming to ensure the financial sustainability of all development activities and of the organisation overall. Its actions are in line with the EU Green Deal, the UN 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement, EU directives, and the strategic plans of CNVP's strategic partners.



OBJECTIVE I:

Quality project delivery impacting the rural living

CNVP's efforts in the fields of environment and climate change, rural and green economic development, biomass production for renewable energy, community mobilization and governance, sustainable and integrated forest management will be strengthened in order to fulfil strategy goals. The strongest assets that will enable CNVP to expand the scope of activities, including new thematic areas relevant to CNVP's work and to align the new EU policies and EU strategies for the Balkan region, are its excellent reputation in project delivery, efficiency, professionalism, reliability, and transparency. CNVP will also be able to expand its geographical intervention and focus its future activities on cross-border and regional initiatives. However, retaining the organisation's distinctiveness and refraining from becoming a donor-driven organisation.

STRATEGY I: project delivery in the areas of environmental protection and climate changes, integrated forest management, biomass production for renewable energy, market system development, rural and green economic development, SMEs, community, governance

Activities : A professional organization that bridges the gap between the donors and local communities

- A trustful partner for donor community, a unique organisation with its branch offices across the Balkans;
- Disposes diversified experts/advisors to support local organisation and people to improve the rural livelihoods;
- Activities on reducing environmental and climate impact through improvement of the natural environment by integrated forest management and sustainable use of the natural resources;
- Activities to Improve conditions for protection, preservation and restoration of biodiversity and ecosystems;
- Supporting the inclusive rural and regional economic development of local communities and its engagement in decision-making processes;
- Activities on promoting renewable energy from (wood)biomass production and support local people to be engaged in wood biomass markets;
- Supporting community mobilisation, governance, gender equity & equality, and civil society for greater empowerment of local people and engagement in decision-making processes etc.;



OBJECTIVE 2:

Joint action and networking with stakeholders for greater value to communities

CNVP strives to be financially stable and not rely on limited donors. The goal will be accomplished by fortifying partnerships and networking with local and international partners for portfolio diversification as well as by further tying the already-existing relationships with stakeholders. CNVP will also apply jointly towards regional large-scale projects both as project coordinator and, in limited cases, as service/consultancy provider. Another significant factor is the internal reorganisation of CNVP, which includes the creation of a formal structure (a project division or team), the introduction of formal communication channels between offices, and the redistribution of some project-related activities. The organisation will scale up, look for local, national, and other financing opportunities, form partnerships, expand the work, and reproduce its success in other places by incorporating cutting-edge strategies and modern digital solutions.

STRATEGY 2: ensuring portfolio diversification through a broader range of projects addressing more specific rural community problems

Activities : Entering in associations and networks with national and international partners

- Creating alliances and networking with local and international partners to achieve a better synergy of filed actions;
- Activities to expand the portfolio diversification aiming community problems solved;
- Actively engaged in knowledge sharing with stakeholders to enhance the collective ability in understanding rural situation, perceptions and expectations;



OBJECTIVE 3:

Utility of allocating resources to more effective interventions assuring higher value for money

CNVP measures the quality of work in terms of the cost-efficient use of donor funds resulting in the most favourable and sustainable cost-benefit ratio in project actions and operational costs and ensure financial stability of the organisation. Liquidity and cash flows remain of high importance, especially between projects, which implies the introduction of additional services.

❖ **STRATEGY 3: Ensure the financial stability of the organization by preserving and increasing its financial reserves**

Activities : Assuring organisation stability

- Engaging in activities to maintain the organization's reserves for efficient financial operation and project execution;
- Implementing cost effective project actions for achieving higher project's outcome;



OBJECTIVE 4:

Clear identity with increased promotion, branding, and visibility

It is to contribute to CNVP in becoming a regionally renowned organization with a solid reputation among partners for its expertise in both local and international markets. The organisation will gain recognition among new contributors and important national and regional actors through a dynamic, proactive Public Relationships effort and a focused campaign at the same time. The organisation has internal resources, and with additional efforts and rearrangements, it may accomplish significant benefits.

STRATEGY 4: Assure a dynamic and proactive PR activities to be well-known in the Western Balkans

Activities : Assuring a dynamic and proactive PR

- Activities on developing a Marketing Plan with detailed promotional activities customised for each targeted segment in the Balkans;
- Activities on increasing media news delivery and articles through different media channels assuring beneficiaries and stakeholders are aware of each project's activities and the associated values;
- Joint brand appearance with donors and stakeholders for higher media impact;
- CNVP brand is clearly recognised and represents perception of hope and reliability to rural communities and marginalised groups of the society;

An action plan, which outlines specific tasks, accountable parties, and quantifiable inputs, supports the set objectives, and enables effective monitoring and evaluation of the strategy's execution.

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