



**cesvi**



**Our ambition in an  
unprecedented world**

**CESVI Global  
Strategy**  
2023 - 2027

# IDENTITY, VALUES, VISION AND MISSION

CESVI is a secular and independent organisation working for worldwide solidarity. In the system of values that guide CESVI, social justice and solidarity are transformed into activities of **humanitarian aid** and **development**. In the acronym CESVI, the words Cooperation **C** Emergency **E** Development **SVI** underline the nature of the action of the organization: the centrality of people and the achievement of their aspirations.

CESVI operates with the strong belief that the aid to **most vulnerable populations**, those in extreme poverty or struck by war, natural calamities and environmental disasters, contributes to the well-being of everyone on the planet, a shared home to be preserved for future generations.

CESVI's interventions to support the most vulnerable people throughout the world cover in continuity the **emergency responses, rehabilitation and pathways towards sustainable development**. Anchored in lived experience on the ground, CESVI is committed to influencing change it promotes, at national, European and international level.

CESVI operates with:

- **Impartiality**: works to serve the needs of others, regardless of gender and sexual orientation, ethnicity, culture or religion, but based on the needs of the most vulnerable: children, women and the marginalised.
- **Quality, economic solidity and transparency**: improves and assesses its impact and enhance quality of its accounting; strengthens relations with public and private donors; certifies/makes public the results of its operations also through the social and economic reporting.
- **Efficiency and innovation**: acts and assesses in all circumstances the adequacy, effectiveness and efficiency of its efforts, with a flexible and innovative approach.
- **Responsibility and Merit**: recognises the needs, merits and aspirations of people and all actors involved in the organisation's activities.
- **Partnership culture** works and strengthens partnerships with public and private entities that contribute to humanitarian aid and cooperation and with local communities, working together with their civil society organisations.

## KEY SECTORS



Health



Rural  
development



Civil Society  
and Governance



Inclusive and  
sustainable  
growth



Protection

# OUR AMBITION OVER THE NEXT 5 YEARS

CESVI looks to increase the scale of its operations in order to intervene more effectively in the aggregation and networking processes necessary in the next phase.

## WHAT WE WILL DO

### STRATEGIC GOAL

**Increasing our humanitarian response in scale and scope**

*Increasing our capacity to respond quickly and effectively to sudden-onset emergencies and protracted crises, in fragile and extremely fragile context and strengthening the H-D-P nexus.*

**Enhancing our Protection, Livelihoods and Income generation interventions and Climate impact response**

*Prioritizing and systemically reinforcing our protection, livelihood-support and income-generation, climate change prevention-mitigation-adaptation actions, in continuity between humanitarian aid and development programmes, to promote the inclusion, equality, and sustainable opportunities of people and communities in need.*

**Strengthening our commitment to people, partners, donors, society.**

*Increasing and strengthening the system of CESVI relations with the different stakeholders.*

## HOW WE WILL DO IT

### LEVERAGE

**Being locally to globally connected**

**Fostering our agility, capabilities and cohesion**

**Creating new business models**

**Diversifying funding**

# CONTENTS

|  |           |
|--|-----------|
| <b>INTRODUCTION</b>  | <b>5</b>  |
| <b>GLOBAL CHANGES THROUGH INCREASING AND PROTRACTED CRISIS</b>   | <b>6</b>  |
| <b>WHAT WE DO TO ACHIEVE OUR MISSION</b>   | <b>7</b>  |
| <b>OUR AMBITION OVER THE NEXT 5 YEARS</b>  | <b>8</b>  |
| <b>WHAT WE WILL DO</b>   | <b>9</b>  |
| ▶ STRATEGIC GOAL 1   | 10        |
| • Increasing our humanitarian response in scale and scope  |           |
| ▶ STRATEGIC GOAL 2   | 10        |
| • Enhancing our Protection, Livelihoods and Income generation interventions and Climate impacts response |           |
| ▶ STRATEGIC GOAL 3   | 12        |
| • Strengthening our commitment to people, partners, donors, society                                      |           |
| <b>HOW WE WILL DO IT</b>   | <b>13</b> |
| ▶ BEING LOCALLY TO GLOBALLY CONNECTED  | 14        |
| ▶ FOSTERING OUR AGILITY, CAPABILITIES AND COHESION   | 15        |
| ▶ CREATING NEW BUSINESS MODELS   | 16        |
| ▶ DIVERSIFYING FUNDING   | 16        |
| <b>IMPLEMENTATION, REVIEW AND ADAPTATION PLAN</b>  | <b>17</b> |

## INTRODUCTION

The **Global Strategy CESVI** is intended as the guidance for the next five years (2023-2027). It reflects contributions from a comprehensive series of consultations across the organisation and externally. The process adopted was consultative, a structured and participatory reflection that, by reading the present, allows us to move towards the future.

**CESVI identity, values, vision and mission** are at the core of our work and we will hold them as essentials for our further phase of implementing plan.

**CESVI Global Strategy defines deeply rooted approaches and priority areas** built on almost 40 years experience, consolidation, clear and transparent action, responsiveness and accountability. As a **humanitarian and development organisation, with people in need at the core of its work**, CESVI supports the most vulnerable groups, in particular children, women and marginalised, in achieving their aspirations with the aim of **promoting their autonomy and future sustainability**.

The Global Strategy outlined below therefore represents the **ambitions** that the organisation sets to pursue to increase its impact for a fairer society, for the well-being of people in need, for the equality of opportunities for all and everyone, and to promote the ambitions of the most fragile: by supporting processes of autonomy and empowerment, thus responding to the new challenges in a context that is increasingly interconnected, which changes abruptly as a result of escalating and protracted crises, from social to economic crises, to health and environmental crises.

The **Strategic Goals** outlined are based on priority areas in which the organisation intends to take action and the actions with which to make the goals achievable, making use of its **quality experience and integrated multisectoral approach**, in order to do more and better, **giving inspiration to our future actions**.

# GLOBAL CHANGES THROUGH INCREASING AND PROTRACTED CRISIS



In a rapidly changing world, international cooperation also changes and with it the role of its main actors - Member States, multilateral agencies, NGOs – who are joined by “new” players such as the private sector and, in particular, companies engaged in a strategic approach of responsibility to their stakeholders to improve their social and environmental impact.

Climate crisis, globalisation and exchanges, economic growth and wealth distribution, urbanisation, population growth and migration, global and multi-polarisation political leadership, sociocultural context and digitalisation, the Covid-19 pandemic, are drivers of **a profound change already under way** which will evolve further over the next 10 years.

Fragilities as hunger, poverty, inequality, together with conflict, autocracy, extreme weather events are increasing. Current crises are becoming increasingly **protracted and complex** - with multiple compositions of different emergencies: food, climate, conflict, pandemic - and many elements suggest that this “trend” will continue in the coming years, especially as a result of insufficient responses to reverse the trend.

Hence, the actors traditionally engaged in development are increasingly questioning and planning to strengthen the **Humanitarian, Development and Peace (HDP) nexus**.

---

*Rising hunger,  
poverty,  
inequalities,  
conflicts,  
autocracies,  
extreme weather  
events*

---



# WHAT WE DO TO ACHIEVE OUR MISSION

We respond to emergencies and engage in long-term development work with an **integrated multi-sectoral approach**. Our key sectors are:

**Health:** primary health care, including maternal and child health, and nutrition;

**Rural development:** food security, agriculture, value chains, water and sanitation;

**Civil Society and Governance:** policy development and management and civil society strengthening, also focused on disaster risk management, development education and awareness raising;

**Inclusive and sustainable growth:** environment protection, human settlement liveability – including waste management and shelter assistance, livelihood support and income and employment generation;

**Protection:** children, youths and women's rights protection and promotion, human rights.

In CESVI interventions we intend to adopt a **PROTECTION MAINSTREAMING** approach aimed at acquiring the principles of protection and the promotion of significant access to care, security and respect for the dignity of vulnerable people.



*Health*



*Rural development*



*Civil Society and Governance*



*Inclusive and sustainable growth*



*Protection*

## OUR AMBITION OVER THE NEXT 5 YEARS



To create critical mass is essential in order to respond to the fragmentation of the world of international cooperation and NGOs and to become an active player in a process of changes. CESVI **looks to increase the scale of its operations** - and consequently its budget - in order to intervene **more effectively in the aggregation and networking processes** necessary in the next phase. CESVI wants **to become an entity that guides and determines its intervention in future scenarios** that emerge.

---

*CESVI wants to become an entity that guides and determines its intervention in future scenarios that emerge*

---





## WHAT WE WILL DO

## STRATEGIC GOAL 1

### INCREASING OUR HUMANITARIAN RESPONSE IN SCALE AND SCOPE

*Increasing our capacity to respond quickly and effectively to sudden-onset emergencies and protracted crises, in fragile and extremely fragile context and strengthening the H-D-P nexus*

We will continue to work with people and communities affected by sudden disasters, protracted crises, and conflicts – before, during, and after crises – by strengthening and enhancing our ability to immediately respond to sudden onset emergencies and to slow onset emergencies and by steering a meaningful path through the complexities of the humanitarian-development-peace (H-D-P) nexus.

## STRATEGIC GOAL 2

### ENHANCING OUR PROTECTION, LIVELIHOODS AND INCOME GENERATION INTERVENTIONS AND CLIMATE IMPACT RESPONSE

*Prioritizing and systemically reinforcing our protection, livelihood-support and income-generation, climate change prevention-mitigation-adaptation actions, in continuity between humanitarian aid and development programmes, to promote the inclusion, equality, and sustainable opportunities of people and communities in need.*

**Protection:** guaranteeing the most vulnerable social groups, especially those on the move (i.e. IDPs, refugees, asylum seekers, migrants) – access to healthy growth and development opportunities, protected from all forms of violence, including abuse, exploitation, and neglect.

CESVI will give priority to Protection interventions in conflict contexts, with attention to displaced persons (internally and not) from a gender-based perspective. Protection of children remains a cross-cutting priority, to be pursued in particular in humanitarian response where institutional funds are increasing, although they are not commensurate with the real, growing needs.

Protection actions will continue to be introduced and integrated in programmes with different sectoral objectives, in both the humanitarian and/or development settings.



**Protection**

**Livelihoods and Income generation:** economic growth can lead to shared prosperity if it answers people's needs in an equitable and sustainable manner. In a world whose population is becoming increasingly long-lived, urbanized, and mobile, we need inclusive growth, decent job creation, and sustainable livelihoods for all. CESVI is committed to strengthening the security of livelihoods for the most vulnerable families and communities working in the formal and informal economy, while increasing the liveability of human settlements and protecting natural ecosystems. In particular:

- providing support for job creation, especially for young people by removing barriers to employment and adapting technical and professional training to labour market demand;
- encouraging entrepreneurship, especially in tourism and sustainable agriculture and waste management, by strengthening the organisational and commercial capacities of small and medium-sized enterprises and their links to the market.




---

## *Livelihoods and Income generation*

---

**Climate impacts response:** in a world where extreme weather events, unsustainable human interventions and the effects of climate change are exacerbating poverty, hunger, fragility and injustices, sustainable management of the environment and natural resources as well as effective prevention, mitigation and adaptation systems are urgent and require action by all. In its efforts to support the most vulnerable, CESVI will increase its intervention and expertise in climate and environmental action both in programmes at country level and in the organisational system.

In particular it will focus on programmes of:

- **adaptation:** climate smart agriculture/sustainable value chains
- **mitigation:**
  - renewable energy and energy efficiency for disaster risk reduction (DRR);
  - sustainable waste management practices, with solid waste management and a particular focus on electronic waste;
  - projects to generate certified carbon credits.




---

## *Climate impacts response*

---

## STRATEGIC GOAL 3

### STRENGTHENING OUR COMMITMENT TO PEOPLE, PARTNERS, DONORS, SOCIETY

*Increasing and strengthening the system of CESVI relations with the different stakeholders.*

CESVI is part of a complex system of relationships with different stakeholders. These include a wide range of entities, not only individuals but also our national and international partners, our donors and all those who contribute to the achievement of our mission. People in need are at the core of this system. Their interests prevail among all other considerations. This strategic objective is intended to strengthen the relationship and the commitment of the organisation in order to develop a fruitful, lasting and effective relationship.





**HOW WE WILL DO IT**

## BEING LOCALLY TO GLOBALLY CONNECTED

### STRONG PARTNERSHIPS AND ALLIANCES

Since 2002, CESVI has been a member of Alliance2015, a network of 7 European NGOs engaged in humanitarian action to jointly respond to global emergencies, in medium-to-long-term development programmes and policy changing (advocacy) actions in dialogue with the EU. Alliance2015 is a virtuous example of multi-agency collaboration where values, approaches, and methodologies are shared. CESVI intends to continue capitalizing on collaborations within Alliance2015 by strengthening its role within the network in the coming years.

In order to respond to the challenges ahead, CESVI's ambition is to activate and promote **strong alliances**, as per our international nature.

Also, the aim over the next five years is primarily to rethink the decentralisation process in line with the internationalisation ambitions of the organisation, in addition to the completion of the processes undertaken by investing in local capacities and leadership. Moreover, we would like to consolidate existing local entities we promoted and to develop additional forms of internationalisation by assessing the emerging opportunities.



## FOSTERING OUR AGILITY, CAPABILITIES AND COHESION

### PROCESS APPROACH DEVELOPMENT

#### • Culture of Innovation

Innovating is a strategic priority so that CESVI can become an organization capable of making critical mass. Therefore, CESVI aims to promote research and development of innovations for services, methodologies and approaches, technologies, partnerships and business models. Innovations can also be identified in policy areas, in line with the strategic priorities outlined. The aim is to identify innovative technological models and solutions that can be replicable and scalable, in order to strengthen logistics and operational systems, **service processes and business processes capable** of contributing to the implementation of CESVI's 5-years ambition. Promoting a culture of innovation is also possible by strengthening the component of internal learning and knowledge management, ensuring effective internal communication flows and dissemination of information that increase knowledge and learning. In this process, a significant contribution can be guaranteed by developments in **CESVI Academy**.



*Process  
approach*

#### • Digitalisation

The global digital transition, which accelerated with the pandemic crisis, forces us to systemically transform social organization, where digital technology applications replace or transform existing tools, techniques, and practices. At the same time, new digital technologies should also promote an improvement in the quality of life within a framework of shared rules and a logic of increasing the quality of democracy: coherent choices should therefore be made to avoid deviations that go the other way. In this context, CESVI also needs to adapt and promote a rapid digital transition starting from the digitalisation and dematerialisation of administrative procedures (essential for this transition) and to support the necessary enhancement of the digital organisational infrastructure.

#### • Knowledge management

Increase knowledge and learning exchange processes that can enhance different contributions and approaches from local to global (HQ and countries of operations) by valuing cross-cutting and replicable experiences and knowledge.



*Strategic  
approach to  
human resources*

#### • Academy and Advisors

Area appropriate for the construction of ideas-models-cultures that contribute to the uniqueness of CESVI, it will be embodied in the involvement of Founders, Ad honorem members and pools of experts, sectoral specialists and external advisors, as well as in the valuation and strengthening of relations with external entities as think tanks and research institutes.

## CREATING NEW BUSINESS MODELS

### NEW BUSINESS DEVELOPMENTS

Official Development Assistance, while still an essential tool, is not sufficient to respond to the increasing number of people in need of humanitarian assistance and protection and to support the progress needed to achieve the SDGs. The role of the private profit sector is considered essential in order to mobilise more resources to bridge the gap: both as players in an inclusive business (ESG ref) and as investors in social impact areas. CESVI intends to explore in the next five years how to define and develop an area of **new business** in line with the Global Strategy.



## DIVERSIFYING FUNDING

As part of the diversification of funding activities, it is important to continue to increase collaboration with the corporate world and with foundations, as well as through appropriate investments in the individual donor sector to reach out to a broader donor-base.







## IMPLEMENTATION, REVIEW AND ADAPTATION PLAN

The Strategic Goals and the leverage will be accordingly identified constitute a complex set that cannot remain static; it will require similar approaches of engagement to review our progress and to adapt the action plan according to the changes will occur and in line with the degree of implementation of operational actions, to keep the Strategy current, consistent and relevant.



**cesvi**

**CESVI Fondazione Onlus**

Via Broseta 68/a, 24128 Bergamo, Italy