



Caribbean
Vulnerable
Communities

STRATEGIC PLAN 2021-2023

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01. INTRODUCTION

Since its founding in 2004, the Caribbean Vulnerable Communities Coalition (CVC) has been a leading organization working to reduce the prevalence of HIV among vulnerable¹ populations by promoting human rights, the reduction of stigma and discrimination, and an increase in access to health and justice services. A constituency-based regional coalition of civil society organizations (CSOs) and individuals providing a platform for dialogue and coordinated action, CVC has, over the years, proven its ability to mobilize resources to support its work in line with its vision, and earned the trust of its partners.

CVC was established at a time when the global HIV epidemic looked very different from it does today. At that time, despite increased funding, global attention, and political will, infection and death rates continually grew, with severely marked disparities in AIDS deaths especially in Sub-Saharan Africa and the Caribbean. Significantly, vulnerable populations in the Caribbean were not

accessing testing and treatment. Many vulnerable populations who were infected did not know that they were infected; others did not seek care, even if treatment was available, because of the high levels of stigma or potential repercussions.

Credibly, CVC has helped to provide a wider reach to vulnerable populations in conjunction with its members through its community-designed projects. Furthermore, through collaborative and meaningful involvement of its constituents and communities, CVC has sought to influence government leaders in the Caribbean to create a truly enabling social and legal environment to further reduce stigma and discrimination against vulnerable populations. The organisation has also sought to build the capacity of these communities to engage in more innovative approaches to addressing HIV and AIDS and Human Rights.

¹ For CVC, vulnerable populations/communities comprise drug users, sex workers, marginalized youth, the disabled, men who have sex with men, persons of trans experience, and other groups impacted by HIV and other inadequately served populations who need be included in national and regional policy discussions and decision-making especially related to HIV responses in the Caribbean.

The Caribbean in 2020

Situational Analysis

Since the drafting of the last strategic plan in 2013, there have been a number of notable positive developments arising from the work of CVC and its partners. For example, there has been greater recognition of the needs of trans people and the formation of the network serving them (UCTRANS)² as a legally registered entity. The Courts in Belize³ and Trinidad & Tobago⁴ have rendered judgments effectively decriminalizing consensual same-sex activity by adults in private while in Guyana, the Caribbean Court of Justice has struck down laws banning cross-dressing, which had negatively affected trans people. Across the region, countries which retain their status as United Kingdom dependent territories have slowly began reviewing same sex partnerships⁵, albeit reluctantly in some instances. Additionally, Barbados enacted legislation⁶ to protect persons from discrimination related to employment which addressed discrimination based on sexual orientation and used neutral language in its definition of domestic partnership.

Despite the shifts in the legal environment and successes in providing access to HIV testing and treatment for vulnerable populations, the effectiveness at reducing HIV transmissions among key populations seems to have plateaued and barriers to accessing prevention, treatment and care remain significant. In its 2020 Report,

UNAIDS notes that key populations account for **60% of new HIV infections** in the Caribbean with the **risk of acquiring HIV 26 times higher among gay men and other men who have sex with men**, 29 times higher among people who inject drugs, 30 times higher for sex workers and 13 times higher for transgender people.

² With support from CVC and RCF, UCTRANS was registered as a legal entity in the Bahamas in 2020

³ Caleb Orozco v The Attorney General of Belize et al (2016) Supreme Court Claim No 668 of 2010

⁴ Jason Jones v The Attorney General of Trinidad and Tobago et al (2018) High Court, Trinidad and Tobago

⁵ For example, the courts in Bermuda ruled based on the laws same sex marriage was permissible in 2017, however the legislature revised this law to restrict it to domestic partnerships in 2018 while in the Cayman Islands the legislature approved same sex partnership in 2020.

⁶ Employment (Prevention of Discrimination) Law 2020, Barbados

⁷ https://www.unaids.org/sites/default/files/media_asset/UNAIDS_Factsheet_en.pdf

Community systems to support vulnerable populations and respond to HIV remain weak and need to be strengthened for service and treatment delivery.

Additionally, in recent years, a shift towards focusing on non-communicable diseases (NCDs), such as hypertension and diabetes, has led to declining attention to HIV and AIDS. While a reduction in the total NCD burden is necessary, a shift in focus has the potential to negatively impact resources available for work focused primarily on HIV and human rights. Given the relationship between NCD and HIV, CVC and its members will need a stronger voice in NCD discussions⁸. Developments such as PEPFAR's transition from the Eastern Caribbean and the reduction in Global Fund support across the region make it abundantly clear that in the Caribbean, financial resource for HIV and human rights are insufficient to reduce the incidence of HIV among vulnerable populations or to end AIDS and allow people full access to social justice. A further concern is the sub-optimal penetration of a human rights discourse in the region, and the lack of legislative and constitutional frameworks for policy and programmes at the national and regional levels. There is therefore a need for increased and deliberate advocacy to generate greater political will to increase investment, widen coverage, strengthen the quality of sexual health services, and further solidify the rights based foundation established over the past 30 years.

Of increasing importance are environmental, socio-economic and cultural aspects of vulnerability like unequal access to labour and housing which contribute to large gaps in access to services for many CVC constituents⁹. These¹⁰ issues are directly related to health outcomes

and are highlighted in most discussions on the social determinants of health. The experience of migrants, sex workers and the LGBT communities in times of natural disaster across the Caribbean provide testament to the impact of these broader issues on the communities.

The emergence of COVID-19 has also created significant challenges for vulnerable groups and organizations such as CVC and those working in HIV and human rights. In fact, the pandemic has shown more forcefully how communities that are underserved can be further marginalized. Evidence from the migrant, sex work and transgender communities revealed major inequalities and inequities, which require attention. Beyond this, the pandemic and the operating context have served to exacerbate longstanding social ills such as gender-based violence and deep-rooted community stigma and discrimination. Indeed, COVID-19 has taught us significant lessons in how marginalized communities can be left out in times of emergency such as pandemics and natural disasters. Notwithstanding the challenges, the pandemic provides numerous opportunities to address the issues with respect to the guaranteeing the rights of vulnerable populations.

While our core mandate remains working on the front line with vulnerable populations in continued support for HIV treatment and prevention, it has become increasingly clear that CVC and the communities it serves must move beyond HIV to advance other issues affecting these communities. Beyond the traditional project and grant-funding approaches to the work of CVC and its partners in HIV-centric organizations, there is also now need to infuse our work and engagement across other non-HIV sectors and utilize other resource mobilization approaches.

8 CRSF 2019-2023

9 Here we need some evidence.

This inclusion, whether in the area of social or community development, labour, national security or gender affairs, while building the capacity of community organization in social enterprises, can have a significant lasting impact on the lives on vulnerable populations. Consequently, more networking, partnerships and stronger alliances are needed to consolidate advancement and effectuate progress for vulnerable populations in the region. Additionally, the new technology era requires us to organize ourselves to create new networks and virtual communities via social media and other innovations in communication. CVC therefore needs to re-focus its advocacy efforts to include (the lack of) awareness of the social and economic inequality that pervades some Caribbean societies and that continues to negatively impact vulnerable populations. This will require ongoing training and social mobilization processes to equip representatives with a mandate and understanding of their constituency needs; effective communication and committed leadership.

During the Annual General Meeting and Board meeting in August 2019, five (5) key strategic areas were identified and discussed, as constituting the priority areas for CVC's 2021-2023 strategic plan.

Our advocacy aims remain to protect the human rights of populations, supporting the work of human rights defenders and working towards equality and accessibility of health care for all individuals in the Caribbean by holding governments, donors and other authorities

accountable to human rights and public health. This has involved engaging the national governments, particularly the policy makers and law enforcers, to create a friendly legal environment.

Looking back at the last few years in particular and the lessons learnt within the CVC team, CVC will also address challenges on the organizational front in the period moving forward. By looking into ways on how to further professionalize as an organization, CVC will ensure that it remains a viable and stable player in the long run. Additionally, we will seek to ensure that the membership and Board of Directors all feel fully involved in decision-making processes of the organization.

In keeping with our mission and the challenges ahead, this Strategic Plan (2021-23) provides a roadmap to ensure that a network of community members and key affected groups continue to be essential stakeholders in having the voice of vulnerable populations included in decisions that affect their lives.

The purpose of this document therefore, is to present the CVC strategy enabling the organization to deliver on its mission and to support the vision of the organization in the years ahead. Building on initiatives and partnerships already started, the plan gives clear direction on how the organization's goals can be achieved.

02.

VISION, MISSION & GOALS

2.1 Vision

“A region where inadequately served and vulnerable populations have equitable access to justice, health, and other social services”

2.2 Mission

- CVC will give voice to marginalized communities and empower them to reduce negative health outcomes, increase socio-economic opportunities and improve the lives of vulnerable populations in the Caribbean.
- We will advocate for human rights, social justice and sustainable health and development systems in which vulnerable populations in the Caribbean enjoy the same human rights, socio economic opportunities and well-being as other citizens.
- These will be achieved by promoting innovative approaches, partnerships, and action to inform and empower.

2.3 Our Values:

- Human rights is at the centre of what we do.
- Vulnerable populations are at the heart of our governance and work
- We work in partnership with local, national, regional and global stakeholders to address the needs of our communities
- We are transparent about our finances and how we work.
- We are accountable to our members and our funders

2.4 Strategic Goals 2020-2022

To measure CVC's performance and track output, CVC has identified 5 measurable strategic goals. While the human rights based approach will continue to be the overarching strategic approach used to guide the work of CVC, the social determinants of health and their potential effect on all represented vulnerable population, has to be continued with a focus not only on the HIV epidemic but other diseases. CVC will therefore address HIV in the broader context of health care and human rights without losing sight of the importance of concentrated projects and programmes necessary to combat the HIV epidemic in vulnerable populations. We will seek to implement high Impact Interventions, engender high levels of recognition and visibility for CVC and its members, implement strong governance arrangements in our operations, and build a winning team to ensure the long-term sustainability of CVC. These goals will be realized by focusing on the strategic focal areas as described in paragraph 03.

The CVC's 5 measurable strategic goals for the period 2021-2023 are:



2.4.1 **IMPACT**

Impact relates to the communities we serve. Demonstrable impact in the areas of livelihoods, access to health care and social justice through the delivery of quality programmes to vulnerable communities with emphasis on those affected by HIV and AIDS.



2.4.2. **RECOGNITION/ VISIBILITY**

Recognition is related to how CVC and its members are viewed by outsiders. CVC will become a recognized centre that contributes to research, policy development and thought leadership in issues related to Human Rights, Social Justice and health and wellbeing in relationship towards vulnerable populations.



2.4.3 **GOVERNANCE**

Strengthening accountability and transparency of the organization with a clearly defined organizational decision-making structure.



2.4.4 **TEAM EMPOWERMENT**

Investing in the people necessary to build a (regional) team that supports long-term strategic and growth initiatives. This involves investing in emerging leaders and supporting current community advocates



2.4. **SUSTAINABILITY**

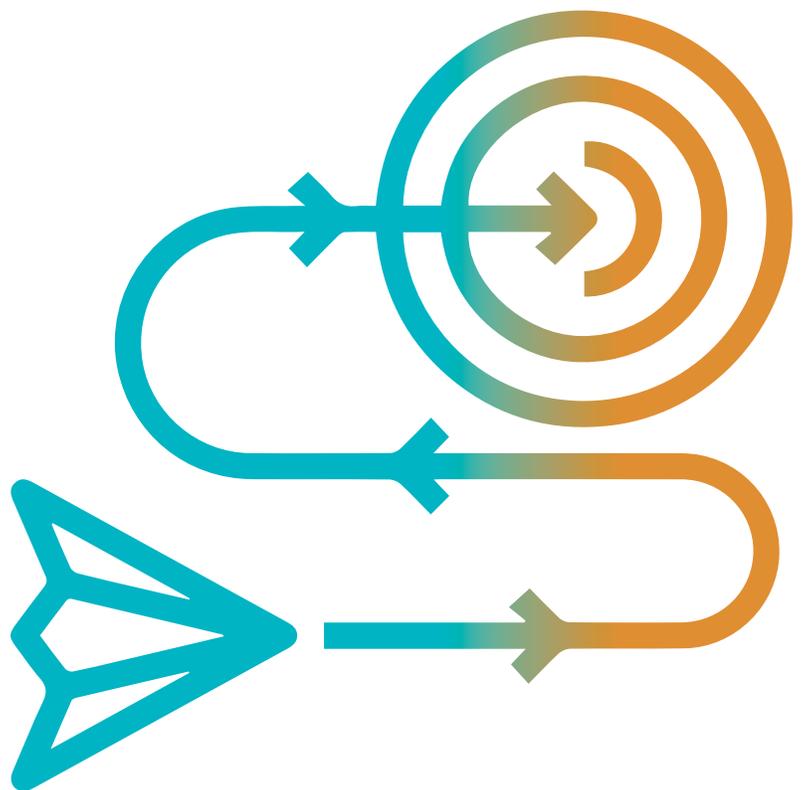
To realize our vision, it is important for CVC to be stronger and more flexible. We will work to strengthen the technical expertise within CVC and build cadre of technical support especially in the area of resource mobilization.

03.

STRATEGIC FOCAL AREAS

Five (5) key strategic areas were identified and discussed during the Annual General Meeting of the Board in August 2019, as constituting the priority areas for CVC 2021-2023 strategic plan. Through an interconnected process of implementation, the strategic focal areas are designed to allow us to meet the strategic goals outlined previously. These areas are:

- ‘Advocacy on Human Rights and Sexual and Reproductive Health, including HIV’,
- ‘Strengthen Alliances and Partnerships’,
- ‘Social Mobilization, Capacity Building and Community Visibility’,
- ‘Monitoring, Evaluation and Research and Data Analysis’
- Sustainability and Organizational Strengthening.



Each area will be explained in the next paragraphs.

3.1 Advocacy on Human Rights and Sexual and Reproductive Health, including HIV

Vulnerable populations still face discrimination and difficulty in attaining access to care and services, etc., CVC's advocacy efforts in this area continue to be important. CVC will keep on working to ensure public policy that respects, protects, and fulfills human rights obligations towards vulnerable populations. National and International human rights mechanisms will be used to highlight violations and advocate for policy change through partnerships in local, national and regional coalitions.

In order to increase the advocacy efforts on HIV, Human Rights, social justice/equality and Health, CVC will focus on implementing the following activities:

- Build capacity of CSOs involved in legal literacy and human rights;
- Monitor cases and situations of human rights violations
- Develop human rights, HIV and social justice education curricula and organize trainings and workshops either virtually or online to engage people in the Caribbean
- Provide financial and technical assistance through sub-granting to strengthen national and regional CSO responses for KP and provide redress;
- Cooperate and coordinate with state agencies, civil society, regional and international bodies for better promotion and protection of human rights;
- Add value to what is already being done by stakeholders;
- Support and protect human rights defenders; Focus on systemic change for better promotion and protection of human rights;

- Advocate for culturally and contextually appropriate and accessible health and social services for vulnerable populations ;
- Foster better coordination between government and civil society organizations for the reform of selected laws and policies to comply with international human rights law;
- Foster transboundary cooperation amongst national human rights institutions from the region;
- Expand online systems for training and sharing information/strategies, for advocates to learn from and support each other, and work together as a regional coalition
- Develop and support culturally appropriate human rights programmes and adapt successful, evidence-based models developed elsewhere geared towards addressing the needs of vulnerable populations;

3.2 Strengthen Alliances and Partnerships

Taking into account the shift in funding to non-communicable diseases and other social justice priorities, CVC will continue to support the formation of regional and national networks of specific vulnerable groups, providing capacity building to organizations and networks. Working at several levels, CVC demands for and fosters the enabling environment for prevention, treatment and care based on the human rights of all groups. Through mobilizing technical and financial resources, CVC continues to provide NGOs across the Caribbean help in expanding appropriate outreach, education and treatment services to key populations.

In order to Strengthen Alliances and Partnerships the following activities are identified:

- Linking and facilitating partnership building and collaborations between KP networks, key international, regional, and national CSOs, national and international agencies, and other key development actors;
- Regular engagement with CVC membership to agree mutual priorities towards addressing urgent health and social justice access issues in the Caribbean.
- Use CVC's access to government, parliament, the judiciary and leading development partners to ensure that civil society, including people living with HIV and key populations, are meaningfully engaged in key processes, such as monitoring of key political commitments, critical dialogues on crosscutting issues, the development of National Strategic Plans and engaging in Country Coordinating Mechanisms;
- Enable the effective participation of community and civil society and seek opportunities to strengthen civil society voice and influence at national level in key social justice policy and strategy debates;
- Deliver technical support to CSO actors to strengthen their roles as key actors and enablers in setting the social development and health agenda;
- Take proactive and regular steps to engage with inadequately served population groups, e.g. extend invitations to civil society leaders to jointly meet with the policy actors to discuss mutual priorities or attend public meetings.
- Cross-Movement Building with other social justice networks that will enable us to frame issues in more compelling ways; raise public awareness; identify target decision-makers and plan tactics that put pressure on duty bearers; forming coalitions among groups and constituencies.

3.3 Social Mobilization, Capacity Building and Community Visibility

CVC will continue to offer members and grantees regular training opportunities under specific, funded programmes. CVC will continue working on building capacity enhance groups' and individuals' self-advocacy. CVC will support regional and national meetings of specific networks and coalitions where issues affecting the communities are discussed, joint advocacy positions taken and action plans developed. In order to increase Social Mobilization and Capacity Building, CVC will focus on implementing the following activities:

- Providing capacity-building grants for community-based organizations to strengthen their role in national Human Rights and Social Justice responses including HIV and AIDS treatment advocacy and education;
- Supporting community-driven approaches to Human Rights and Social Justice including HIV and AIDS treatment and care;
- Mobilize communities to monitor the quality of health services; accessibility of health care and investments to meet the health needs of marginalized communities
- Provide capacity building support to CSOs in the areas of Social Enterprises and Resource Mobilization
- Facilitating stronger linkages and partnerships between the public health sector and civil society groups;
- Offering standardized training for community Human Rights and Social Justice including HIV and AIDS treatment supporters and educators; Strengthening the performance, legitimacy and accountability of the CSO sector through support for the establishment of guiding principles and minimum standards of good practice.

- Promotion of the social rights of vulnerable groups through the human rights treaty body review process; provision of economic opportunities and advocating for the rights of informal workers.
- Maintain up-to-date online database of CVC research and programme outputs and communicate our interventions through print, digital, and broadcast media in at least two languages
- Environmental justice is an increasingly important part of the struggle to improve and maintain a clean and healthy environment, especially for vulnerable groups who are often disproportionately impacted due to marginalized living conditions. CVC's involvement in environmental justice is to ensure fair treatment and meaningful involvement of vulnerable groups in the development, implementation and enforcement of environmental laws, regulations and policies.



3.4 Monitoring, Evaluation, Research and Data Analysis

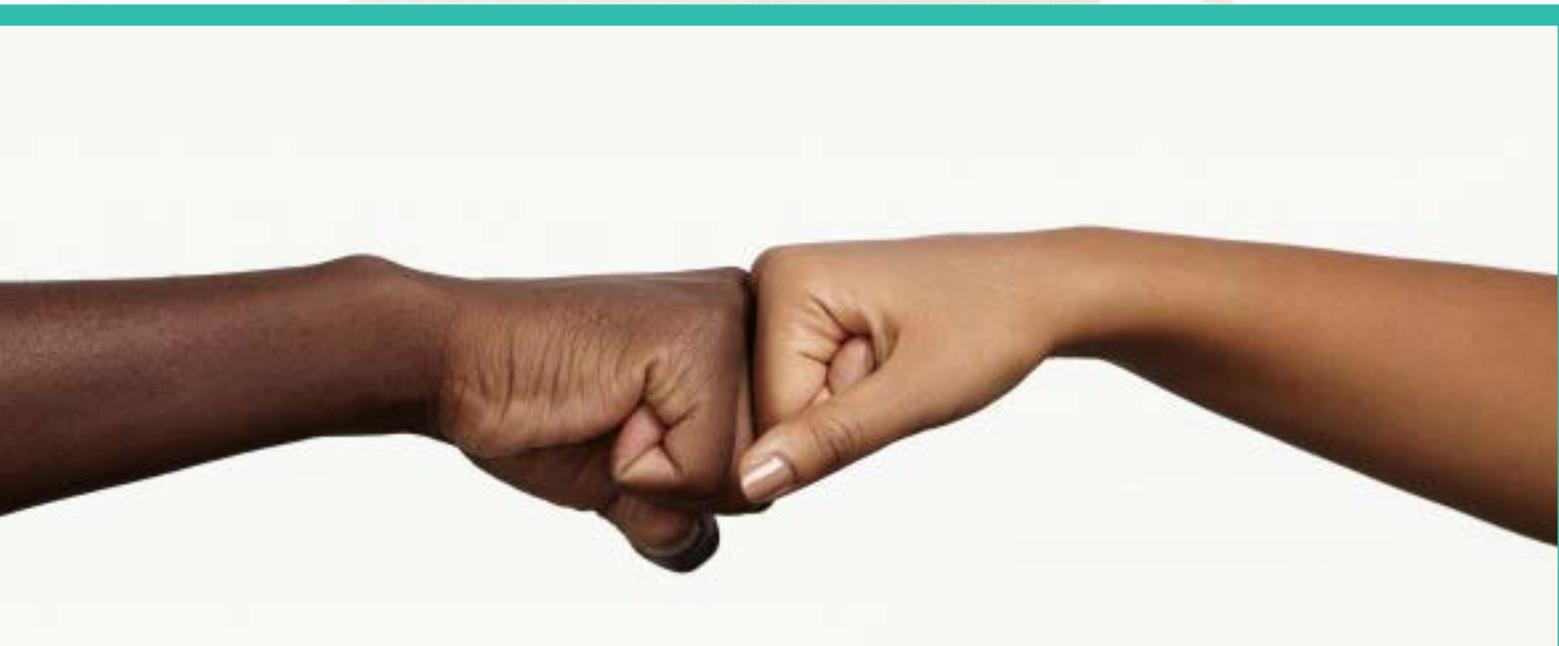
Our Monitoring & Evaluation unit has proven its importance in CVC’s programmes, projects and processes around them. CVC will continue to implement M&E capacities as well as its Research and Data Analysis methods moving forward as it has become an integral part of CVC’s working method.

To further build on CVC’s added value towards its members, partners and constituents, a Research Centre has been created, dubbed: Robert Carr Centre for Action Research Resources. The centre’s agenda will emphasize practical, long-term solutions to comprehensive development of the lives of vulnerable communities and VULNERABLE POPULATIONS and human rights issues. This requires collaborative relationships between academics, communities, policy makers and partners through the research process. CVC is uniquely positioned to take a leadership role in such an agenda, as both an implementing organization with programmes in the region, and as an organization that can leverage existing relationships to build an expanded network that includes research-based partnerships. A strong research agenda within CVC both generates

ideas for new programmes and supports policy development and the advancement of critical thought relevant to the advancement of the sector.

To increase impact, the following policy-relevant topics of research can be valuable:

- Violations of Economic, Environmental, Social and Cultural Rights, including Health Rights;
- Women Empowerment and Discrimination against Women and girls, Gender-based Violence;
- Protection of Child Rights, and Prevention of Early and Forced Marriage;
- Human Trafficking, Safe Migration and Discrimination and Abuse of Migrant Workers;
- Impediments to Access to Justice and Health;
- Rights to Freedom of Expression, freedom of peaceful assembly and freedom of association
- Costing studies of Stigma and Discrimination
- Funding allocation studies
- Sustainability and feasibility studies for Community based organizations



This focus area will additionally implement the following activities to build upon capabilities:

- Partnerships with academic institutions or researchers to contribute research knowledge and credibility; and produce high-quality research to optimize the use of resources and increase impact
- Partnerships with industry and private sector to contribute to long term sustainable approaches such as the tourism sector, or other organization
- Support collaboration, minimize barriers and provide opportunities for cross-disciplinary collaborations;
- Promote community-based operational research and quality assurance and build research expertise among CVC membership through field internships placements etc.;
- Advocacy related to strengthening the collection and use of high-quality routine information to improve the quality, efficiency and availability of essential services.
- Establish Pro-bono panels of experts to support human rights response, Resource Mobilization or any relevant areas of work
- Enhance community capacity to conduct human rights research.

3.5 Sustainability and Organizational Strengthening

The organization has to ensure adequate investment in the ongoing development of a sustainable, transparent and accountable organization. This will improve the long-term stability, accessibility and effectiveness of CVC in keeping with its revised mission and priorities. To achieve our ambitious goals, we urgently need to raise funds drawing on a mix of funding sources and will explore new fundraising opportunities. These include an increase in the number of donors providing funding support to CVC from non-traditional avenues; seek research funding to undertake our research activities and support our research goals; increased focused on individual giving and philanthropy and raising additional funds through the provision of fiscal sponsorship services. We will seek to ensure a good balance between specialized and flexible employees to support program sustainability while continuously developing the skillsets of the team.

In order to develop on an institutional level, CVC will focus on implementing the following activities:

- Strengthen the institutional capacity of CVC to plan, implement, monitor and evaluate its programmes in keeping with its mission and strategic priorities;
- Develop and maintain a robust resource mobilization plan;
- Identify new and innovative opportunities to enhance access to funding;
- Maintain and improve financial controls and management to stay ahead of changes in the sector;
- Strengthen internal technical expertise in resource mobilization, monitoring and evaluation and communications;
- Ensure organizational administrative efficiency aligns with highest professional standards;
- Improve communication with CVC members and the Board that ensures the highest standards of governance;
- Improve organizational operational systems to support better governance;
- Enhance communication within the CVC team to foster an inclusive and collaborative working culture to attract, upskill, coach and retain talent in the organization.

04.

IMPLEMENTING THE PLAN

To turn the strategy into action, CVC staff will develop annual workplans, reflecting specific activities for each focus area. The annual workplans will identify the source of funding for each activity and may also include joint activities, to be implemented with CVC partners, e.g. regional networks, CSO/grantees. Additional targets shall be specified for relevant indicators of each annual workplan, based on the needs and opportunities and the workplans will indicate how efforts are linked, operationally and financially. CVC will also mobilize resources to implement the activities proposed in the strategies to include the overhead cost of the CVC offices.

The CVC board provides strategic directions, oversees the implementation of the strategic plan, suggest adjustments of the strategies and approves the annual reports while the CVC staff is responsible for coordinating and reporting on the implementation of the workplan, together with all implementing partners.

CVC is committed to measuring the impact of its work and to be held accountable to its members, partners, communities and funders. To evaluate the quality, impact and sustainability of CVC's work, an external evaluation shall be commissioned towards the end of the 3-year period.

05.

MEASURING OUR WORK

It will be essential that CVC is able to measure its impact at various points throughout the implementation of the strategy. Our annual workplan will establish clear benchmarks to be achieved for each year of the plan. In this regard, the following measures will be applied to each of the strategic goals.

Impact: Measured by the following indicators over the 3-years:

- **Human Rights and Social Justice** - the number of KP accessing justice including through reporting breaches of rights and violations into SIDS platform and linked to a redress service.
- **Socio-economic opportunities** – the number of KP CBOS supported to generate work opportunities and core funding for their respective communities/organizations.
- **Promising practice collection** - the number of promising practices¹ documented and supported to promote vulnerable populations access to: health including sexual and reproductive health, HIV and NCD; safe spaces and GBV reduction
- **Self-representation** - Progress towards self-representation and participation of regional and national Vulnerable Populations entities in regional and global fora (e.g. CARIFLAGS, CRN+, CSWC, UCTrans etc.). Vulnerable Populations engaged in National HIV response - number of Programme locations/ countries having multi-disciplinary and integrated responses with active involvement of vulnerable populations.
- **Operational Standard** - Number of Programmatic quality standards focused on vulnerable groups achieved by national programmes/National Programmes of vulnerable populations implemented by countries.

¹ Promising Practice here refers to programs and strategies implemented by CVC or partners with greatest potential impact using very modest resources and which have some scientific research or data showing positive outcomes in delaying an untoward outcome, but do not have enough evidence to support generalizable conclusions.

Recognition and Visibility: Measured by the following 3-year targets:

- No of Articles in peer reviewed journals
- Involvement and membership in vulnerable populations regional and global discussion spaces
- No of policy documents/position papers produced and distributed related to HIV, human rights and social justice, vulnerable populations and resource mobilization
- Number of KP CSO engaged in national and regional level processes (consultations, planning, reviews etc.
- Number of new collaborative partnerships established with academic institutions in community led research.
- Amount of research funding generated
- Expansion of membership of CVC?
- Number of reports /models programmes developed and disseminated on key population issues, human rights and health financing

Governance - Measured by the following 3-year targets:

- Framework for Board representation, membership, and rotation strengthened.
- Frequency of AGM².
- Yearly completion and submission of Audited financial reports and yearly reviews within deadlines
- Updated human resources and operational systems in place by 2023

- Timely reporting to external oversight bodies and donors

Team Empowerment - Measured by the following 3-year targets:

- High employee and volunteer satisfaction (employee/volunteer satisfaction survey)
- High partner satisfaction (partner satisfaction survey)
- All staff have demonstrated career planning and growth by 2023
- Organizational structure in place inclusive of functional expertise and skills required to achieve goals by 2023

Sustainability - Measured by the following 3-year targets

- Increased donor funding by XX% (\$)
- Increased funded research projects (#)
- Increased fiscal sponsorship agreements (#)
- Established team of marketing and fundraising technical experts (#)
- Recruitment of dedicated resource mobilization officer
- Resource mobilization activated (We will also plan for sufficient funding after 2023)
- Improved funding resources available for advocacy on human rights and social justice

² (Ensuring a dynamic and sustainable AGM mechanism. The AGM role/function is fundamental to CVC governance and we need to determine how the AGM can be maintained and enhanced in coming years)

06.

CONCLUSION/ SUMMARY

By using the identified strategy areas, taking into account new challenges and opportunities, CVC is able to present a harmonized set of strategic goals, focus areas and activities bringing CVC closer to its mission and ambitions. This strategic plan prioritizes a human rights approach, centering on evidence, empowerment and community engagement and will serve as a guideline for all activities conducted in CVC for the period 2021-2023. CVC needs to ensure the vision, ambitions, goals and activities are well-communicated to all stakeholders, including the board, employees, partners, its members and donors.