

KAICIID

Strategic Plan 2016-19

Executive Summary

Strategic framework

On 15 April 2015, KAICIID launched its process for developing a Strategic Plan for the period 2016-19. The Strategic Framework was approved by the Board of Directors in June 2015 and it provided a short, authoritative policy statement on the organization's strategic direction for the next four years.

Strategic plan

The Strategic Plan builds on and operationalizes key KAICIID documents and statements, extending the Strategic Framework and using it as the foundation for the development of programme strategies, as well as the organizational design, for 2016-19.

The Strategic Plan is built, chapter by chapter, by first specifying and describing the programme strategies for the period in question, then noting the supporting cross-cutting strategies, and finally laying out the organizational design that will support the successful delivery of these strategies.

Strategic vision

Our strategic vision is a world in which there is respect, understanding and cooperation among people; Justice, peace and reconciliation; and, an end to the abuse of religion to justify repression, violence and conflict.

Strategic intention

The strategic intention captures the core purpose of the Centre for the next four years:

Identity:

We are an intergovernmental organization with a multi-religious BoD.

Roles:

We help create the space, platforms, knowledge, commitment and environments that foster IRD in conflict areas.

We support international and national institutions and networks in their efforts to advocate for, and to mainstream, IRD for peace and reconciliation and we empower them to bring about changes in the policies of religious institutions and governments.

We facilitate, convene and catalyze the initiatives of religious actors, policy-makers and other stakeholders to engage in IRD, to set up IRD platforms and to work for positive change.

We create and disseminate knowledge on IRD to help achieve peace and reconciliation.

Programme Outcomes:

Diverse IRD platforms in conflict situations and at the regional/global level that generate deep and robust processes of dialogue on the causes of, and potential solutions to, conflict.

Enhanced mutual understanding, respect and trust among religious leaders and between religious leaders and policy-makers, including issues relating to universal human rights.

Cooperative action by members of the platforms designed to foster peace and reconciliation.

Comprehensive body of knowledge on IRD for peace and reconciliation in conflict situations and linkages to the broader field of IRD in general.

This strategic intention reflects our commitment to focus on using IRD to contribute to peace and reconciliation (P&R) processes in conflicts that are either driven by the manipulation of religious identities and/or that occur in a religious context.

Identity and inclusion

KAICIID is an inter-governmental organization (IGO) with a multi-religious BoD, representing the major religions of the world. As a professional and non-confessional centre, we work with religious and non-religious actors by facilitating dialogical platforms. Our primary commitment is to the principles and processes of dialogue. As a bridge-builder using IRD dialogue as its methodology, KAICIID also strives to ensure maximum possible inclusion of all the world's mainstream religious and spiritual traditions into its activities and programmes.

Programme strategy

The model presented in Chapter One captures the high-level programme strategy. It is based on three tiers, A, B and C. Tier A focuses on our work in IRD for peace and reconciliation (P&R) in four specific conflict situations (see Chapter Two). Tier B is on building the capacity for P&R processes (see Chapter Three). Tier C is centred on catalyzing IRD in organizations and networks (see Chapter Four).

KAICIID's commitment to knowledge remains strong and we will build knowledge gathering and knowledge creation into each of the three tiers. In parallel, we will

continue to strengthen our dialogue knowledge hub, which will comprise the Peace-Mapping Programme, e-learning programmes and virtual dialogue hubs.

Our work in **Tier A** will focus on four conflict situations: the Middle East with a particular focus on Iraq and Syria; Sub-Saharan Africa with a particular focus on Nigeria and the Central African Republic; and, South East Asia, with a particular focus on Myanmar. Our primary aim in conflict situations is to help religious actors to set up, run and manage IRD platforms. In order to do this, we need to conduct strategic assessments, build working relationships with all stakeholders, support the platform when it is established, and help religious actors to measure progress.

In **Tier B**, we will focus our efforts on: (i) professional development and learning (primarily the KAICIID International Fellows Programme); (ii) generation of knowledge on the broad field of peace and reconciliation in conflict situations; (iii) a programme for refugees in Europe and other pilot initiatives; and, (iv) performance indicators and evaluation methodologies for work in P&R and IRD.

In **Tier C**, we will focus on the activities we will undertake to advocate on behalf of IRD with international organizations, networks and movements and to support them in their efforts to integrate the inter-religious dialogical mindset (see Annex One) and way of thinking into all of their work.

Cross-cutting programme strategies

We will integrate four cross-cutting programme strategies into all our programmes in Tiers A, B, and C.

- Human rights;
- Communication;
- Partnerships;
- Capacity-building.

We will also continue our work on youth and refugees.

Strategic focus

The overarching imperative for the strategic plan has been the need to focus and prioritize all our activities. We can succeed in prioritising if, and only if:

- We focus our initiatives on Tiers A and B;
- We gear all our knowledge creation efforts to IRD for P&R in conflict situations i.e. Tiers One and Two;
- We establish a light and flexible DKH;

- We rigorously cut down our work in Tier C;
- We say 'no' to interesting ideas and projects that do not directly serve our strategic aims.

Enabling strategies

Three enabling strategies to create the supportive conditions that help the deployment of IRD in peace and reconciliation have been developed:

- External relations;
- Communications;
- Local outreach.

Guiding principles for the organizational design

The organizational design proposed for the Centre is based on twelve guiding principles, for example:

- We will have a dedicated field presence in every conflict situation where we have significant programmes
- Integration underpins all our programmes and operations;
- As much as possible, we work with, and through, partners;
- Our support and other functions are consolidated in one central place;
- We are a lean organization and, to the degree possible, we will use contractors and partners to carry out non-core functions and job responsibilities;
- We continue to use task forces or teams to complement the basic organizational structure;
- All staff will have a highly-dynamic, flexible mindset;
- Managers want to be, and are, empowered to lead and manage their departments, units or teams;
- Mobility is a key element of the staffing strategy.

Four clusters

There are four clusters in the design: programme, executive management, organizational support and communications. This leads to the creation of three departments and one office. More specifically:

- The former Research Department, Programme Department and Peace-Building Unit will become an integrated Programme Department, including field presence;

- Communications Department will be strengthened with a greater focus on public affairs and local outreach;
- The Finance and Administration Department will become the Department for Organizational Support Services;
- Executive Management will include the SG, DSG and DG, the senior advisers as well as four key executive functions: support to governance; legal advice; support to partnerships; and monitoring, evaluation and learning—as well as support functions.

Organizational development

The Strategic Plan concludes with examples of organizational development efforts that will be required. *Organizational development* refers to all the initiatives that, together, ensure an organization comes together, achieves results as planned and ‘becomes’ the organization it wishes to be. For KAICIID, these activities might include leadership and management development, staff development, team development and performance management.

Conclusion—key outcomes

The Strategic Plan contains two underlying goals: first, to focus our programmes on a few strategic priorities within the field of IRD and, second, to transform the Centre so that it can effectively and efficiently support the achievements outlines in the programme strategies.

The fifteen main aims that we are committed to achieving are:

Pillar One: Tiers A, B and C:

1. The vast majority of our programmes and projects in IRD will be geared towards P&R in conflict situations;
2. There will be dialogue platforms in the four conflict situations; these will engage religious actors and policy-makers and will lead to concrete action to build P&R;
3. The international fellows programme will be significantly expanded and enhanced;
4. Our programmes will drive respect for human rights
5. A pilot programme for refugees in Europe will be launched;

Pillar Two: Dialogue knowledge hub

6. A significant body of knowledge on IRD for P&R will be created by KAICIID, both on the four conflict situations as well as on the broader field of P&R globally;
7. Our current research programme will be re-orientated towards the creation of knowledge in a seamless integration with all programmes;
8. Our dialogue knowledge hub will be a respected repository of databases on IRD as well as providing access to e-learning and virtual dialogue platforms;

Enabler

9. Our local outreach in Austria will be considerably expanded;
10. Our support to other organizations and networks will be focused on initiatives that can genuinely leverage positive change in IRD for P&R;
11. Our programmes will be mainly carried out with, and through, partnerships;
12. Communications will be integrated into all our programmes and every effort will be made to advocate on behalf of IRD for P&R in all our external activities;
13. Through external relations, we will have effective working relations with the United Nations, European Union and many other inter-governmental and regional institutions, including permanent observer status with the UN;

Organizational design and development

14. Our organizational design and structure will be “fit for purpose”;
15. Our organization will have the necessary capacity to deliver on the programme strategies, in terms of people (staff, consultants, contractors), systems and organizational culture.

Conclusion

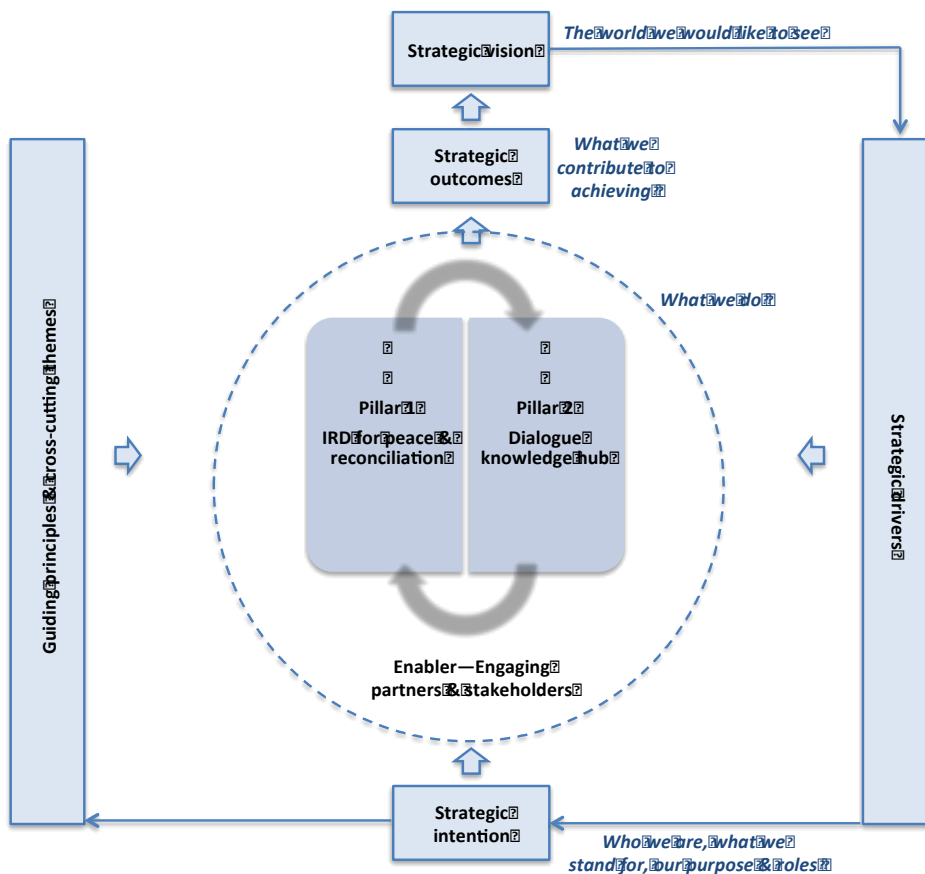
This strategic plan has been drafted as a four-year plan. Once approved by the BoD it will be reviewed and updated on a biennial basis to ensure that it remains fit-for-purpose in a rapidly changing world. In the first half of 2016, strategies for the new programmes, together with performance indicators, will be drafted and presented to the BoD for approval. An evaluation of the Centre will be carried out in 2018.

Introduction

Strategic framework

On 15 April 2015, KAICIID launched its process for developing a Strategic Plan for the period 2016-19. The Strategic Framework was approved by the Board of Directors in June 2015 and it provided a short, authoritative policy statement on the organization’s strategic direction for the next four years.

The figure¹ below presents the key elements of the Strategic Framework and the strategizing process that was followed.



¹ The original model in the Strategic Framework used the term ‘cross-cutting themes’. In the Strategic Plan, we have used the term ‘Cross-cutting strategies’ to emphasise our determination to integrate these strategies into all our programmes.

Strategic plan

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The Strategic Plan is built, chapter by chapter, by first specifying and describing the programme strategies for the period in question, then noting the supporting cross-cutting strategies, and finally laying out the organizational design that will support the successful delivery of these strategies.

Produced after extensive consultation and workshops with staff and selected outside invitees from the field of IRD, the Strategic Plan builds on and operationalizes key KAICIID documents and statements, including the Establishment Agreement (2012), *The KAICIID Affirmation* (2014), *In the Face of Conflict* (2014), and *Future Strategy of KAICIID* (approved on 17 April 2015)² and the Strategic Framework June 2015).

² Annex Three contains excerpts from the key policy documents.