

INTERNATIONAL
DIALOGUE CENTRE

CID

KAICIID



Strategic Plan *2024 – 2027*

Strategic Plan

2024 – 2027



Dr. Zuhair Alharthi
Secretary General

INTERNATIONAL
DIALOGUE CENTRE



KAICIID

Foreword

Dr. Zuhair Alharthi
Secretary General

The world is becoming increasingly complex and, more than ever, the engagement of stakeholders from across all segments of society is needed to strengthen dialogue and preserve peace. In such a context, the International Dialogue Centre – KAICIID aims to provide guidance and leadership in intercultural and interreligious dialogue at all levels of society, from the communities across the globe to the strategic fora shaping world events.

I am pleased to present KAICIID's Strategic Plan for 2024–2027 which builds on the Centre's 10th anniversary and recent move to Portugal. At its heart is a commitment to a strategic approach to dialogue. This will be accomplished through expansion of activities to new regions, strengthened collaboration with existing partners, and building of bridges with new ones.

The process of formulating the Strategic Plan provided the opportunity to take stock of past successes and challenges and to strengthen our vision and future goals in the light of the changing global landscape. While the Centre has achieved much in responding to changing global needs and emerging contexts, the Strategic Plan now puts an additional emphasis on positioning the Centre as an

active and participating agent to drive intellectual, social and economic change through dialogue. This new focus is based on the extensive experience of the Centre, a dedicated team, and a rich global network of partners.

The Strategic Plan aims to further empower individuals and communities to transcend conflict through dialogue and simultaneously build an effective environment for intercultural and interreligious dialogue, thus building partnerships and creating fora and safe spaces for practitioners. Simultaneously, we will invest to further position KAICIID as a modern and efficient international organization. This will be done by implementing best management practices, communicating results, strengthening accountability and embracing technology.

I would like to thank all staff for their efforts and contributions to KAICIID's past successes and for their work in ensuring this Strategic Plan projects an ambitious and achievable vision for the future, as well as the Centre's Board of Directors and the Council of Parties for their thoughtful guidance.

I invite you to explore this Strategic Plan and to join our efforts in achieving the vision of a peaceful society as a common good.



Contents

- 6 Introduction
- 7 Executive Summary
- 12 Mission and Vision
- 13 The Centre
- 17 A Focus on Outcomes
- 20 **Pillar 01**
Build Alliances and Facilitate Dialogue
- 31 **Pillar 02**
Promote Learning, Generate Knowledge,
and Build Capacity for Dialogue
- 43 **Pillar 03**
Build Credibility and Increase Awareness
- 49 **Pillar 04**
Ensure a Fit-for-Purpose Organization
- 60 Appendix A: Key international framework and
sources and their links to KAICIID's Strategic Plan



Dr. Zuhair Alharthi, KAICIID's Secretary General, opening the KAICIID Global Dialogue Forum (2024)

Introduction

The following strategy document outlines the vision and mission of the International Dialogue Centre – KAICIID (King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue) for the strategic period 2024–2027. In a world characterised by escalating conflicts and complex challenges, the need for dialogue and understanding among diverse religious and cultural communities is more crucial than ever. With over a decade of experience in promoting interreligious and intercultural dialogue, KAICIID has established itself as a unique intergovernmental organization that brings together religious leaders, policymakers, and followers of different faiths and traditions.

The new Strategic Plan envisions a peaceful world where people of different religions and cultures live together in harmony, recognising their shared humanity and working towards common goals, enshrined in the United Nations 2030 Agenda. The mission of KAICIID

focuses on promoting interreligious and intercultural dialogue as a means of building understanding, respect, and peaceful coexistence among people of diverse beliefs and cultures. Four strategic pillars will guide KAICIID's efforts to establish alliances, promote learning, build institutional credibility, and ensure effectiveness. By aligning with the United Nations Sustainable Development Goals (SDGs) and key international conventions and resolutions, all founded on the Universal Declaration of Human Rights, KAICIID aims to contribute significantly to peacebuilding, education, reduced inequalities, and human rights and freedoms, with particular focus on freedom of religion and belief, and the well-being of communities worldwide.

The Strategic Plan is an overarching document that will guide KAICIID's regional programmes, projects and operationalisation of partnerships, communication, and organizational strengthening.

Executive Summary

According to the United Nations (UN), we are currently facing the highest number of violent conflicts since 1945. Two billion people, or a quarter of the world's population, are living in conflict-affected areas; more than one per cent of the world's population are displaced; and hundreds of millions are in humanitarian need, due to conflict and environmental disasters. Violent conflicts are becoming significantly more complex, with new conflict drivers layered on longstanding ones. In this context, the promotion of dialogue and sustainable peacebuilding efforts – which underpin KAICIID's core pillars – are more important than ever.

In 2022, KAICIID marked the tenth anniversary of promoting inter-religious and intercultural dialogue. KAICIID is a unique intergovernmental organization: through its dual governance structure, a Council of Parties composed of Member States, and a Board of Directors comprising religious leaders, the Centre brings together followers of different faiths, religious leaders, and policymakers. A reconstituted Advisory Forum, with over 60 leaders from the world's major faith and cultural traditions, will allow the Centre to connect and network communities from all over the world.

10 **Ten years in, and with a new leadership team, the Centre has a unique opportunity to strengthen its work of fostering dialogue, enabling conflict prevention, and supporting peacebuilding efforts in a rapidly changing global context. The organizational vision and mission have been translated into a series of pillar-based priorities which are presented in this new Strategic Plan, covering the period 2024–2027.**

KAICIID operates in four regions Africa, Arab region, Asia, and Europe, with ambition to further expand. The Centre's vision focuses on a peaceful world where people of different religions and cultures live together in harmony, recognising their shared humanity and working towards common goals. The Centre's enhanced mission focuses on promotion of interreligious and intercultural dialogue as a means of building understanding, respect, and peaceful co-existence among people of diverse beliefs and cultures. Based on the latest discussions with stakeholders in Asia, and with expansion to the Americas, Indigenous Peoples' religions and cultures will be brought into perspective, as well.



Dr. Zuhair Alharthi, KAICIID's Secretary General, and Ambassador António de Almeida Ribeiro, Deputy Secretary General, at the Special session of the Council of Parties (2022)

KAICIID acknowledges and supports the objectives of the UN Charter, UN efforts and initiatives for interreligious dialogue and intercultural understanding, the framework of the Declaration of the Madrid World Conference on Dialogue, and the Resolutions of UN General Assembly on the Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace. Aligning closely with the UN SDGs, KAICIID's efforts and initiatives will invest in empowering individuals and communities to engage in constructive and respectful conversations, develop conflict resolution and mediation skills, and build networks of trust and cooperation across diverse communities.

The new Strategic Plan is also built on fundamental alignment with the SDGs, in particular Goal 16 on peace, justice, and strong institutions; Goal 4 on quality education; Goal 5 on gender equality; Goal 10 on reduced inequalities; Goal 11 on sustainable cities and communities; and Goal 17 on partnerships. Nevertheless, as conflict and tensions in the contemporary world are influenced by various socio-economic factors, and environmental and human-caused disasters, the Centre's work inevitably advances other SDGs. KAICIID's work is inspired by the Articles of the Universal Declaration of Human Rights, UN resolutions on peacebuilding and sustainable peace, such as: UN General Assembly Resolution A/RES/75/309 on Promoting interreligious and intercultural dialogue and tolerance in countering hate speech; UN Security Council Resolution S/RES/1325 (2000) on Women peace and security; UN Security Council Resolution S/RES/2250 (2015) on Youth, peace and security; and founding documents and other instruments of international and regional bodies (such as the African Union (AU), Association of Southeast Asian

Nations (ASEAN), European Union (EU), Organization of American States (OAS), Organization for Security and Co-operation in Europe (OSCE), Council of Europe (COE), and others) related to peacebuilding, prevention of genocide, countering hate speech, and protection of sacred sites. KAICIID will follow other international organizations' initiatives in the domains of conflict prevention and peacebuilding, and initiate strategic partnerships, where relevant.

While there are global challenges and frameworks that KAICIID aligns its work with, and contributes to achieving international commitments, there are specificities in each of the regions where the Centre currently operates, and this will be taken into consideration while moving towards the operationalisation of this Strategic Plan.

The new Strategic Plan is outcome oriented. It aims to empower individuals and communities to transcend conflict through dialogue, and to provide an effective environment for intercultural and interreligious dialogue, at the national, regional, and global levels. To achieve this, KAICIID structured its priorities into four integrated and mutually reinforcing pillars.



A peaceful world where people of different religions and cultures live together in harmony, recognising their shared humanity and working towards common goals

Outcome 1

Effective environment for **intercultural and interreligious dialogue**

Outcome 2

Individuals and communities empowered to **transcend conflict through dialogue**



Pillar 01 Build Alliances and Facilitate Dialogue



Pillar 03 Build Credibility and Increase Awareness



Pillar 02 Promote Learning, Generate Knowledge, and Build Capacity for Dialogue



Pillar 04 Ensure a Fit-for-Purpose Organization

Pillar 01

Build Alliances and Facilitate Dialogue

This pillar focuses on increasing KAICIID's global impact through an expanded Council of Parties, enhanced Board of Directors, obtaining an observer status at the UN and strategic partnerships with international organizations. The Centre will work towards establishing KAICIID as a global focal point for coordinating international efforts, ensuring synergies to advance intercultural and interreligious dialogue for sustainable peace, through collaboration and policy dialogue on the issues of peacebuilding, inclusion, and migration with UN agencies at global, regional, and national levels. In addition to bridging between religions, KAICIID will engage in supporting intra-Muslim dialogue in the regions with major Muslim population and diaspora. The Centre will also network communities around social inclusion and peace as priorities, strengthen existing and support the creation of new interfaith and intercultural platforms for dialogue. Based on the latest discussions with stakeholders in Asia, and with expansion to the Americas, in some regions, Indigenous Peoples' religions and cultures will also be brought into perspective.

Pillar 02

Promote Learning, Generate Knowledge, and Build Capacity for Dialogue

The global context is characterised by multiple, interrelated, and overlapping crises. These crises have generated significant challenges, particularly for local communities. As an international actor, KAICIID has the potential to promote the use of interreligious and intercultural dialogue as a tool towards finding solutions to these challenges. Increasing the capacities of religious and community leaders and other actors, including women and youth, is particularly important. In the coming years, KAICIID will focus on consolidating and disseminating its knowledge in interreligious and intercultural dialogue, its concrete impact in different developmental contexts, and on providing visibility and elevating the profile of interreligious and intercultural dialogue as a valuable tool for attaining the SDGs through the creation of peaceful and prosperous communities. KAICIID will equally invest in developing capacities in interreligious and intercultural dialogue, introducing innovative approaches, reinforcing the current initiatives, and expanding the target groups with the ultimate objective to have a significant impact in generating peace and attaining the SDGs.

Pillar 03

Build Credibility and Increase Awareness

KAICIID will strongly link its communication with its results and values to strengthen the credibility and visibility of the Centre and its leadership. By unifying the brand experience, positioning internal expertise, and putting forward a visibility strategy, as the living embodiment of a brand, KAICIID will spread awareness and acknowledgment of the Centre as the global leader in interreligious and intercultural dialogue. The Centre will join forces with its Board of Directors, future Advisory Forum, Fellows, and partners who have engaged with the Centre, to communicate messages, engage in traditional and digital media, as well as expand the reach beyond its current known beneficiaries and partners, through digital advertising, and geographical and language targeting.

Pillar 04

Ensure a Fit-for-Purpose Organization

To be able to respond to emerging needs and create lasting change, KAICIID will strengthen core management, policy, and operational functions, in line with best practices of international organizations and the private sector. The Centre will enhance capacities of its teams to be able to respond to contemporary changes and challenges, and make better use of technology in the design, delivery, and evaluation of core initiatives. Relocation to the new long-term headquarters will be leveraged to define an efficient operating and accountability model.

These strategic pillars and outcomes will guide the Centre's programmatic and operational planning, and budget preparation, through a reinforced integrated approach and interdepartmental cooperation.



United Nations Sustainable Development Goals (SDGs) advanced through this Strategic Plan.

Mission and Vision

In order to navigate the complex challenges of our contemporary world, it is essential for organizations to have a clear sense of purpose and direction.

KAICIID recognises the urgent need for promoting interreligious and intercultural dialogue as a powerful tool for fostering understanding, respect, and peaceful coexistence. Thus, the Centre has established a robust vision and mission that guide its endeavours and drive its commitment to empower individuals and communities worldwide.

Vision Statement

Our vision is a peaceful world where people of different religions and cultures live together in harmony, recognising their shared humanity and working towards common goals.

Mission Statement

Our mission is to promote interreligious and intercultural dialogue as a means of building understanding, respect, and peaceful coexistence among people of diverse beliefs and cultures. We empower individuals and communities to engage in constructive and respectful dialogue, develop conflict prevention and mediation skills, and build diverse networks of trust and cooperation.





The Centre

Founded in 2012, KAICIID is a unique intergovernmental organization with a dual governance structure, consisting of the Council of Parties (Republic of Austria, Kingdom of Saudi Arabia and Kingdom of Spain,) and the Holy See as founding observer; and a Board of Directors composed of representatives from major world religions (including Buddhism, Christianity, Hinduism, Islam and Judaism). It also envisages an Advisory Forum, with over 60 leaders from the world's diverse religious and cultural traditions.

Over the past 10 years, KAICIID has robustly supported development of dialogue leaders. It developed a unique Fellows Programme, starting with one-year long training on dialogue, followed by networking and additional capacity development support, where Fellows applied their new knowledge and skills in their communities. The network of Fellows has fostered a variety of peace initiatives in their communities through interreligious and intercultural dialogue. Through its regional programmes (Arab region, Africa, Asia, and Europe), the Centre provided further training to thousands of professionals and practitioners from the public sector religious and cultural communities, media, education, and other sectors, to promote and practice dialogue and mediation in their respective communities.

Practice in the field was further supported by partnerships, including through grants, with champions of dialogue and local and grassroot organizations, with culture and religion being connecting issues. The Centre supported the establishment and development of dialogue platforms and interreligious networks at the community, national, and regional levels for continuous dialogue, and initiatives

related to peacebuilding, preventing and countering hate speech, migration, and protection of sacred sites. Beyond its work on the ground, at a policy level, national governments, intergovernmental and international organizations were supported with capacity building and in the integration of interreligious and intercultural dialogue as a tool in their policy and programmatic work. KAICIID's Dialogue Knowledge Hub, as a virtual platform for exchange and e-learning, generated and disseminated knowledge and learning from all the initiatives globally, as well as initiated creative discussions and innovative knowledge generation approaches.

In August 2022, with a wealth of knowledge, experience and solid relationships with partners acquired throughout the last decade, the Centre has started its new phase in Lisbon. KAICIID is grateful for the warm hospitality of the Republic of Portugal, a country well-known for its openness and tolerance, as well as being one of the most peaceful countries in the global rankings. In addition to its global efforts, the Centre now also works in Lisbon and throughout Portugal, participating in joint dialogue with policymakers and the community.

Facts & Figures

Programmes in 4 regions (Africa, Arab region, Asia and Europe) and reaching out to the Americas and the Caribbean



KAICIID International Fellows Programme visit the temple complex of the Golden Mount in Bangkok (2023)

450+ practitioners from **86** countries

graduated comprehensive fellowship programme on peacebuilding through intercultural and interreligious dialogue

7000 dialogue practitioners

trained and applying knowledge in their communities

More than 200 dialogue initiatives supported every year globally

Generating knowledge and learning from practice for leveraging results

22 active cooperation agreements with UN and other global and regional intergovernmental and international organizations and universities



64 staff members from **28** countries

28 online courses developed in cooperation with 7 international organizations and universities

11 dialogue platforms and networks established and fostering dialogue on peace, community resilience, migration, interreligious and intercultural relations and one planned to be established:

- Network for Dialogue
- Muslim-Jewish Leadership Council
- European Muslim Leaders' Majlis in Europe
- Network of Conflict-sensitive Journalists
- Platform of Religious Confessions in Central Africa
- Interfaith Dialogue Forum for Peace
- Network of Policymakers and Religious Leaders to Support Reconciliation, Peace and Security in Nigeria
- Interreligious Platform for Dialogue and Cooperation in the Arab World
- Network for Religious Christian and Muslim Faculties and Institutes in the Arab World
- Social Media Regional Network in Arab region
- Paungsie Metta Initiatives in Asia
- A Mozambique Dialogue and Mediation Network is also planned to be established

Additional Contextual Aspects Following Relocation to Portugal

In addition to observing global and regional developments and challenges, the Strategic Plan is shaped by a comprehensive assessment of the context and the needs arising from the Centre's relocation to Lisbon, Portugal, emphasizing the following aspects:

- 1. The need to strategically balance regional and local initiatives;**
- 2. Form partnerships with local entities, sustain engagement with stakeholders;**
- 3. Manage financial resources prudently and diversify the Centre's sources of funding;**
- 4. Comply with local legal and regulatory frameworks;**
- 5. Retain and develop a diverse and skilled workforce;**
- 6. Adapt to the cultural, religious, and social dynamics of Portugal;**
- 7. Overcome language barriers, and embrace opportunities for cultural integration, youth engagement, academic collaboration, and online outreach.**

Additionally, the Center must focus on environmental sustainability and leverage its transition to enhance its credibility and impact both locally and globally, navigating the challenges and opportunities presented by its new environment.

The transition to a new host country significantly impacts both internal and external operations of the Center. Strategically, the Center faces the challenge of balancing regional initiatives with the local context of Lisbon, necessitating partnerships with local organizations and interfaith groups for cooperative projects and enhanced impact.

Sustainable engagement with local stakeholders in Portugal, alongside existing partners, is vital for building long-term relationships, enhancing the Center's credibility and impact both domestically and internationally. Financial resource scarcity demands careful management of future growth, ensuring fiscal responsibility and diversification of funding sources. Legal and regulatory compliance in Portugal, especially regarding religious and cultural dialogue activities, is crucial for aligning the organization's initiatives with local laws while maintaining its mission and values.



Talent retention is a key area. By successfully retaining vital employees in its post-transition phase, the Centre is well positioned to expand by continuing with strategic new hires, and cultivating a diverse, competent workforce. Furthermore, the Center must adapt to Portugal's cultural, religious, and social dynamics, balancing global messaging with local relevance for effective communication. Overcoming language barriers through effective communication strategies and cultural sensitivity training for staff will aid in respectful interactions with local communities.

Opportunities arising from the transition include integrating into Portugal's religious and cultural landscape, enhancing the Center's credibility. Youth engagement and leadership development through workshops and mentoring, cultural engagement, and knowledge exchange via cultural events and dialogues are promising areas. Collaboration with academic institutions for scholarly research and educational programs in interfaith studies, as well as with government bodies for intercultural initiatives, are essential.

Opening of the KAICIID Global Dialogue Forum (2024)

Social media and online engagement can expand the Center's reach, facilitating dialogue among diverse communities. Lastly, the Center can champion environmental sustainability in its operations and initiatives, raising awareness within religious and cultural contexts and promoting eco-friendly practices.

Overall, the Center's move to Lisbon presents a unique set of challenges and opportunities, requiring a strategic approach to navigate the new environment while maximizing its potential for impact.



A Focus on Outcomes

While cultural and religious differences are often misused and perceived as causes of conflict, KAICIID believes that religious and cultural plurality can contribute to peace. Interreligious and intercultural dialogue enable greater understanding, awareness, and trust-building through engagement with others, and a sincere desire to understand different positions and value systems. This approach, integrated across all parts of this strategy, is strongly aligned with global human rights, peacebuilding, sustainable peace agendas, and is a strong enabler of SDG 16. True dialogue also brings people from diverse backgrounds together and allows them to build partnerships around shared social and political challenges in the contemporary world. Adding this perspective to dialogue, KAICIID contributes to many other SDGs, particularly SDG 4 on quality education, SDG 5 on gender equality, SDG 10 on reduced inequalities, SDG 11 on sustainable cities and communities and SDG 17 on partnerships. Nevertheless, as conflict and tensions in the contempo-

rary world are influenced by various socio-economic factors and environmental and human-caused disasters, the Centre's work inevitably advances other SDGs.

Within the framework of KAICIID's strategy, two key outcomes have been identified as vital measures of success for the Centre's activities. One outcome emphasises empowering individuals and communities to transcend conflicts through dialogue, recognising the transformative power of constructive and respectful dialogue. The other outcome focuses on establishing an effective environment for intercultural and interreligious dialogue, fostering understanding and cooperation among people of diverse beliefs and cultures. These outcomes serve as critical benchmarks for measuring the success and impact of the pillars that support KAICIID's strategy, thus ensuring commitment to peacebuilding and the promotion of harmonious coexistence worldwide.

In addition to strengthening results-based management in programming, efforts will be made to better capture and document programme results through improved monitoring and evaluation. Progress will be observed against key performance indicators:

Outcome 1

Effective environment for intercultural and interreligious dialogue.

- 1.1** Financial commitments for KAICIID's mission by the CoP members and external stakeholders;
- 1.2** Number and type of policies and programmes revised or introduced to support and promote interreligious and intercultural dialogue as a result of KAICIID and its partners' efforts;
- 1.3** Progress made towards KAICIID's UN observer status.

Outcome 2

Individuals and communities empowered to transcend conflict through dialogue.

- 2.1** Number of agreements and policies on contemporary challenges resulting from dialogue interventions supported by KAICIID and its partners (including fellows and alumni) as a result of capacity development;
- 2.2** Level of implementation of the agreements and policies.



Meeting of the Executive Committee of the Interfaith Dialogue Forum for Peace (IDFP) in Nigeria (2023)

Furthermore, each outcome is elaborated into strategic actions (identified under priorities within each Pillar of the Strategic Plan). Inter alia, they will be measured by the following indicators: engagement with other countries for the Council of Parties enlargement and for support to KAICIID's mission; number of partnership agreements and projects with intergovernmental, nongovernmental and faith-based organizations at different levels (national, regional, global); number of policy initiatives prepared within KAICIID supported programmes; number and quality of interreligious and intercultural dialogue curricula developed; number of dialogue practitioners completing KAICIID's and its partner capacity development programmes; advancement in their knowledge and satisfaction with the courses etc. Disaggregation of data per region, religious groups, types of organisations, diverse target groups and beneficiaries as well as other criteria will be taken into account.

KAICIID will follow its organisational performance and accountability, by analysing implementation of the decisions of the Governing Bodies, level of implementation of the annual work plans and the Strategic Plan; learnings and innovations integrated in programming; compliance with organisational procedures and staff satisfaction rates etc. Reach and engagement around the Centres communication efforts will be in focus as well.

Knowledge generation, learning and accountability will be nurtured as the core values underpinning programmatic excellence.

Caux Network for Dialogue Expert Meeting (2023)

The Strategic Pillar Approach

The ability to achieve these outcomes rests on strategic priorities which have been organised around four core pillars. These are integrated, action-focused, mutually reinforcing and will be mainstreamed throughout the structure, finances, and operations of KAICIID. These are described in detail in the subsequent chapters of this Strategic Plan.



Pillar 01

Build Alliances and Facilitate Dialogue

This pillar focuses on increasing KAICIID's global impact through an expanded Council of Parties, enhanced Board of Directors, obtaining an observer status at the UN, and strategic partnerships with international organizations. The Centre will work towards establishing KAICIID as a global focal point for coordinating international efforts, and ensuring synergies in advancing intercultural and interreligious dialogue for sustainable peace, through collaboration with UN agencies at global, regional, and national levels, and policy dialogue on the issues of peacebuilding, inclusion, protection of sacred sites, and migration. In addition to bridging between religions, KAICIID will strongly focus on intra-Muslim dialogue, in regions with a predominantly Muslim population and diaspora. The Centre will network communities around social inclusion and peace as priorities, strengthen existing and support the creation of new inter- and intra- religious and intercultural platforms for dialogue. In this manner, KAICIID can join forces with others on Agenda 2030 by emphasising SDG 17, which focuses on partnerships.



Priority 1

Increased global impact

KAICIID will work to increase its global impact by expanding participation in the organization, in line with the vision of its founding members and the founding observer to establish an intergovernmental organization with a global mandate to promote interreligious and intercultural dialogue for peace and social cohesion. This will be achieved through an expansion of the Council of Parties to bring more state actors to the table, and pursuing securing an observer status at the UN General Assembly. Activities of the Board of Directors, which is the critical source of religious direction for the Centre, will also be expanded to increase engagement.

Furthermore, the current shift towards a multipolar world, where power is distributed among multiple major players, has significant consequences for global peace. This shift implies increased competition and rivalry, leading to heightened risk of conflicts and arms races. In turn, changes in alliances can potentially create new fault lines and geopolitical complexities that impact global peace. Multipolarity can also empower non-state actors, such as transnational corporations, non-governmental organizations, and extremist

groups, which all influence global dynamics, disrupt stability, and complicate efforts to maintain peace and security. With this emergence of multiple power centres, the efficacy of global governance institutions and frameworks are challenged. As cooperation and decision-making become more complex, divergent priorities must be navigated.

While a multipolar world presents challenges, it also offers opportunities for increased dialogue, cooperation, and diplomacy; in this context the adherence to shared norms, principles, and values becomes vital. Upholding the dignity inherent in the individual and the human community, notions that are derived from the sacred texts of all the world's major faiths, can serve as guiding principles to mitigate conflicts, and promote peaceful coexistence.

KAICIID, as an intergovernmental organization mandated to promote peaceful societies through interreligious and intercultural dialogue, is uniquely placed to be a lead actor in navigating this new landscape, which requires continuous efforts to foster and facilitate dialogue, build trust, and strengthen global governance mechanisms to ensure sustainable peace.

How will we accomplish this?

- 1 KAICIID will nourish relations with non-member States active in the field of interreligious and intercultural dialogue or as potential partners of the Centre with a view on enlargement. The Centre will **establish a protocol for accession of Member States** via a Membership Action Plan process, working bilaterally with being fully aware of the complexity and length of this process. This will be followed by further engagement with 13 identified potential members and continued with exploration of opportunities for expansion. This process will be done in close cooperation and in accordance with the Council of Parties. Thus, in order to re-evaluate the enlargement process and the roster of potential members, KAICIID will reconvene the sessions of the Working Group on Enlargement (WGoE) of the Council of Parties.

2 Along with enlargement, the Centre will engage with UN member states to pursue its objective to obtain the **observer status at the UN General Assembly**. At the initial stage, this requires a UN member state to initiate a request, and intensive engagement in gaining support for the resolution.

3 In an effort to **increase global awareness of KAICIID**, the Centre will facilitate the hosting of Council of Parties and Board of Directors meetings, both in its Lisbon headquarters and in other countries, placing a focus on the diversity of cultures and religions across the globe.

4 **An annual Advisory Forum conference will be reestablished** to bring together academic and cultural leaders, from all regions, diverse contexts, and backgrounds in the context of advancing intercultural and interreligious dialogue. The Forum will explore ways to bring attention to and integrate Indigenous Peoples' perspectives. The Centre will facilitate structuring conferences around a core theme, and in diverse global locations. The aim of this will be to maximise accessibility, and to recognise the global nature of KAICIID's activities.



International Cohort Fellows training in Strasbourg, France (2023)



Priority 2

Leadership in the community of international organizations

KAICIID will build strategic partnerships with international organizations with the aim of establishing the Centre as a global focal point for coordinating international efforts and ensuring synergies to advance intercultural, inter- and intra- religious dialogue for peace. The Centre is in the position to deliver expertise and joint implementation of programmes, capacity building and dialogue processes that shape the dialogue aspect of its policies and programmes. The aim will be to recognise the status of KAICIID as the unique intergovernmental organization focused on intercultural and inter-religious dialogue, and to position it as a convener, coordinator, and facilitator of such efforts among all non-government organizations and actors, as elaborated in Priority 3.

How will we accomplish this?

- 1 The Centre will **further strengthen collaboration with UN agencies** at the global, regional, and national levels, specifically focusing on the themes of dialogue, peacebuilding, inclusion, and migration.
- 2 KAICIID will focus on increasing its presence in key international hubs including New York, Geneva, as well as regional hubs such as Brussels.
- 3 Existing **Memoranda of Understanding (MoUs) with regional intergovernmental organizations in all regions will be reviewed and renewed.** Concurrently, the Centre will identify and propose the establishment of new MoUs and cooperation mechanisms with emerging players in this space in line with its mission and strategic objectives for the consideration of the Board of Directors and the Council of Parties.



Priority 3

Strategic partnerships with international organizations which establish KAICIID as a global focal point for coordinating international efforts

As the only intergovernmental organization with a multireligious Board of Directors and mandate, KAICIID will expand, deepen, and propose the establishment of new relationships with global and regional intergovernmental organizations. KAICIID will continue to engage with these organizations to foster the interreligious dimensions of their work. KAICIID believes that this allows their activities to be more effective by incorporating its interreligious and intercultural dialogue mandate within their priorities and working methodologies. This will allow dialogue between religious leaders, policymakers, and international organizations, and enable joint action to effectively address issues from Agenda 2030 on social cohesion, peacebuilding, and the environment. More specifically, this can include addressing conflict transformation, injustice, human rights, including freedom of religion and belief, discrimination, intolerance, deterioration of environment, monitoring and countering hate-speech, protection of sacred sites, interreligious and intercultural dialogue, education, migration, and other issues of common interest. KAICIID will also seek to deepen existing relationships and explore new partnerships with influential faith-based organizations. Thus, KAICIID will place itself among the leaders in interreligious engagement at the global level, with the aim of achieving the implementation of Agenda 2030 SDGs.

How will we accomplish this?

1 KAICIID will **engage with policymakers, government officials, and international organizations** to promote peace-related policies; participate in global and regional forums, conferences, and high-level meetings to advocate for dialogue and cooperation; and organise policy dialogues and roundtable discussions to facilitate knowledge exchange and consensus-building among stakeholders. The Centre will also offer capacity-building programmes and technical assistance on interreligious and intercultural dialogue and development of related policies and programmes to governments, faith-based organizations, and regional bodies.

2 KAICIID will create a **Global Forum** as a platform for faith-based organizations and civil society organizations engaged in interreligious and intercultural dialogue, facilitating collaboration, knowledge exchange, and collective action towards a more peaceful and inclusive world. The Forum will serve its purpose by bringing forward enhanced collaboration and cooperation, information sharing and exchange, improved coordination and avoidance of duplication, strengthened advocacy and influence, networking and partnerships, capacity building and learning opportunities, increased visibility and credibility, collective impact, and sustainable change. In particular, the Global Forum will aim for policy influence, and the development of guiding frameworks. Regional forums will contribute as consultations to the global forum.



Teacher trainings in Bangladesh and Nepal (2023) in Ethics Education Fellowship, partnership of Arigatou International, the Guerrand-Hermès Foundation for Peace, the KAICIID International Dialogue Centre, the Muslim Council of Elders and UNESCO.



Priority 4

Networked cities which enable social cohesion and peace through dialogue

Cities are the major hubs where people live, trade and exchange. Ever more people live in cities which are characterised by their cultural and religious diversity. By 2050, almost 70% of the world's population will live in cities, with Africa and Asia leading the growth. KAICIID acknowledges the importance of engaging with cities. While engagement of policymakers, development agencies, and donors is vital in helping population centres address issues of social cohesion and environment, KAICIID recognises that local-level, bottom-up approaches are the most effective drivers of changes. Consequently, interreligious, and intercultural engagement can and should touch upon these issues as increasingly inclusive decision-making is being called for, including the voices of religious and cultural community leaders as well as women and youth leaders from these communities. While contributing to SDGs 5, 10 and 16 on equality and peace, this priority is also strongly aligned with SDG 11 on sustainable cities and communities.

How will we accomplish this?

- 1 KAICIID will establish **cooperations with existing and support new networks of cities**, by identifying and mapping relevant regional and global networks of cities that engage with issues of social cohesion, the environment, and peacebuilding efforts. The Centre will collaborate and build partnerships with these networks, in order to advocate for religious actors having a seat at the table, while promoting interreligious and intercultural dialogue to enhance the collaboration of policymakers with religious actors.

2 KAICIID will facilitate and contribute to policy dialogue on social cohesion, environment, and peace, by raising awareness about the intercultural and interreligious diversity in cities and showcasing the potential of having an inclusive approach. Engagement of minorities and Indigenous Peoples living in urban areas or areas affected by urbanisation, inclusion of their religious and cultural perspectives and engagement in development, will be explored.

3 The Centre will also produce policy documents based on consultations with, and best practices of city-based religious actors from different faiths. KAICIID will disseminate the recommendations and engage with city representatives in workshops to allow for inclusive, resilient, and sustainable cities.

4 KAICIID will connect with universities, institutes, and think tanks specialising in interreligious and intercultural dialogue, and topics related to social cohesion and peacebuilding in cities and communities. The Centre will stage workshops and seminars; engage with religious institutions that are working on interreligious dialogue to multiply their work on social cohesion, environment, and peace; and develop capacity-building tools, in collaborations with organizations focusing on interreligious and intercultural dialogue (for instance universities, seminaries and think tanks), for religious actors and local policymakers.



Priority 5

Strengthened and new inter- and intra- religious, intercultural, and inter-sectoral platforms for dialogue

KAICIID supports the awareness of the role of religious leaders and actors in building trust, facilitates the creation of safe spaces for multiple sectors, and acts as a convener to connect around issues of shared concern, particularly in three areas: improving social cohesion, advancing peacebuilding efforts, and environmental concerns. KAICIID, together with its dialogue platforms and networks, will increase its commitment to facilitating engagement among religious leaders and organizations on issues related to the environment and focus on protecting sacred sites. KAICIID will play a facilitative role engaging with existing local, national, regional, and international platforms which include religious and non-confessional institutions to support the topics of concern. KAICIID will follow a multi-stakeholder approach – including policymakers, civil society, and academics – to strengthen the ownership of existing platforms and network, support the efforts of regional and local partners to strengthen the entry points in conflict situations, and to improve and develop national, constitutional, and societal frameworks that lead to peaceful, resilient, and more stable societies.

How will we accomplish this?

- 1 KAICIID has invested significant resources in establishing national level platforms and networks of religious and educational leaders. As a facilitator, KAICIID will convene and connect its existing platforms with other organizations and networks positioned to provide technical support and resources towards supporting the continuing work of the existing platforms. KAICIID will **review existing dialogue platforms** with a view to embedding self-sufficiency and sustainable funding in their operating models.
- 2 KAICIID will continue to expand its **networks of individual leaders** and will ensure coherence among the different types of fellowships. KAICIID Fellows programme will be enhanced according to the results of the upcoming external evaluation. International Fellows Cohorts will identify different types of leaders with the potential to make a change in their communities. KAICIID will also focus on networking institutions such as the KAICIID Fellows Institutional Network (KFIN). Existing and future platforms on a regional level can be additional sources of cooperation.

3 To support reconciliation in the Arab region and build on the momentum of dialogue initiated at different levels within the Muslim world, in addition to interreligious, KAICIID will support development of **platforms for intra-Muslim dialogue**. The focus will be both on regions with predominantly Muslim populations and global diasporas. The Centre will build capacities and encourage religious leaders and other actors to work together in rebuilding mutual understanding, peaceful coexistence, and social cohesion. This will be done by exploring areas of potential collaboration between Muslim religious leaders and policymakers, as well as in developing effective action plans for achieving common goals – promotion of trust and peaceful coexistence.



KAICIID's Secretary General welcomes H.A.H. Bartholomew I of Constantinople, Ecumenical Patriarch of Constantinople to the KAICIID Global Dialogue Forum (2024)



Priority 6

Investments in partners which lead to outcomes

KAICIID will strengthen its existing partnership programmes by placing an emphasis on measurable outcomes. To this end the Centre will mainstream the measurement of outcomes in its grant application, evaluation, and monitoring processes. The aim will be to ensure that resource investments in our partners demonstrate value over time, thus maximising efficiency and impact.



Muslim Jewish Leadership Council members, young ambassadors and mentors launch the "Young Ambassador Programme" in Poland (2023)

How will we accomplish this?

- 1 The Centre will establish an outcome-based review mechanism for partnership and grant decisions. Prospective applicants will need to commit to measurable outcomes for their activities and the success in meeting these performance metrics will inform future decisions on further development funding.
- 2 KAICIID will actively measure the achievement of outcomes throughout the lifecycle of a grant. This will allow leadership to track investments more accurately and provide a valuable opportunity to offer active programmatic and technical assistance to those who need more help in meeting their objectives.

Pillar 02

Promote Learning, Generate Knowledge, and Build Capacity for Dialogue

The global context is characterised by multiple, interrelated, and overlapping crises. These crises have generated significant challenges, particularly for local communities. As an international actor, KAICIID has the potential to promote the use of interreligious and intercultural dialogue as a tool towards finding solutions to these challenges. Increasing the capacities of religious and community leaders and other actors, including women and youth, is particularly important. In the coming years, KAICIID will focus on strengthening and expanding its programmes. It will consolidate and disseminate its knowledge in interreligious and intercultural dialogue, its concrete impact in different developmental contexts, as well as provide visibility and elevate the profile of interreligious and intercultural dialogue as a valuable tool for attaining the SDGs through the creation of peaceful and prosperous communities.



Dialogue Journalism Fellowship training in Amman, Jordan (2022)

1

Priority 1

KAICIID in the lead

The goal is to position KAICIID as a recognised leader, convener, and curator of knowledge in the area of interreligious and intercultural dialogue at a global level. This priority will strengthen KAICIID's impact, as the intergovernmental organization with a unique mandate. As such, KAICIID will be called and empowered to take the global lead that was designed by its founding parties.

Pope Francis meeting with Dr. Zuhair Alharthi, KAICIID's Secretary General, and the graduates of KAICIID's Fellowship Programme, during the World Youth Day in Lisbon (2023)



How will we accomplish this?

- 1 **KAICIID will further strengthen and articulate its approach to dialogue**, in particular its advantages, and added value, especially in comparison to other approaches and stakeholders in the same field.
- 2 KAICIID will systematically capture and consolidate knowledge generated by and through **KAICIID's networks and initiatives**. The Centre will also identify how this knowledge and networks have contributed or can contribute to the attainment of the SDGs, highlighting the links between interreligious and intercultural dialogue, Agenda 2030, and the role that actors involved in interreligious and intercultural dialogue can have, particularly at a local level.

3 **Building and strengthening partnerships**, for instance by strengthening collaboration with current academic partners and developing collaborations with new ones, will help KAICIID enhance its outreach and visibility, as well as access and develop state of the art and innovative knowledge on interreligious and intercultural dialogue-related topics. This aspect could entail peer reviewed knowledge generation and sharing. Further, this will also be achieved by establishing new collaborations with non-academic institutions (action-oriented research institutions, think tanks, foundations, etc) to explore innovations in interreligious and intercultural dialogue in collaboration with the governing bodies.

4 Strengthening and enriching KAICIID's capacities will be achieved through **an internal programme of training and development**, to create pools of expertise in the different dimensions of interreligious and intercultural dialogue and other important cross-cutting areas, which deliver high-quality and up-to-date capacity building.

5 KAICIID will transform **online delivery of training and online networking tools** into a flagship initiative by investing additional resources, focusing on strategic topics, adding targeted audiences, tailoring content, refining delivery methods, introducing new methodological approaches, and engaging with strategic partners.



Priority 2

Building capacity

Capacity building is at the core of KAICIID programmatic work, in that it focuses on change with a view of empowerment and personal and organizational transformation along KAICIID's goals, and with enhanced methodologies. In this context, it is of extreme importance to continue with the development of programmes and initiatives to build the capacities of specific targeted categories of actors in interreligious and intercultural dialogue and organise targeted regional and global conferences and workshops in the same field.



Catalysts for Cohesion: Capacity development on dialogue and community engagement in North Macedonia (2024)

How will we accomplish this?

- 1 KAICIID's **regional and global fellowship programmes** will be enhanced and streamlined while improving the use of grants to create a more complete capacity building journey, as well as to multiply the networking impact of the fellowships. KAICIID will increase and improve the use of grants in general as a real tool for completing the capacity building experience and promoting and testing interreligious and intercultural dialogue contribution to the SDGs, as well as new areas of its engagement such as intra-Muslim dialogue and dialogue with Indigenous communities.

2 KAICIID will further strengthen its **capacity development efforts across programmes** (virtual dialogue knowledge hub and field efforts), both thematically aligning them with priorities in the regions, and methodologically using the most relevant and innovative approaches. The Centre will also provide practical guidelines and tools to facilitate implementation.

3 KAICIID will identify and select **strategic annual topics** around which to organise regional or global conferences and workshops, gathering experts and practitioners to discuss and put forward action-oriented policy recommendations, as well as new areas of its engagement such as intra-Muslim dialogue and dialogue with Indigenous communities.

4 KAICIID will establish distinguished interreligious and intercultural dialogue **clinics and hubs** as KAICIID products within the Centre's working regions and within the framework of partner-organizations and beneficiaries.

By developing and executing conflict-sensitive and inclusive standards, KAICIID will develop methodologies and materials for **inclusion** of underrepresented groups (for instance of women, youth, religion, faith, disability, ethnic background, geographical presence, literacy level, etc.) into all KAICIID programmes and deliverables (training, workshops, selection processes, products).



Priority 3

Youth and women's empowerment

Interreligious and intercultural dialogue happens at all levels and within different cohorts. Maximising the impact of KAICIID's work means, not only focusing on organizations and institutions, targeting leaders and convening, but also identifying and empowering those groups that bear the highest potential to bring about change in fulfilling KAICIID's mission, and the SDGs – with an emphasis on SDG 5 on gender equality and SDG 10 on reduced inequality – resulting in a multiplier effect. To this end, particular focus will be placed on youth and women, including working with and investing in their capacity to build a culture of peace and dialogue among themselves and in their respective communities.

How will we accomplish this?

- 1 KAICIID will support **mainstreaming** interreligious and intercultural dialogue **in partnership with youth organizations** and institutions working with young people through respective youth programmes to promote a culture of peace and create positive change in society. This will be done in alignment with the relevant SDGs. Existing collaborations will be consolidated and expanded to include new international and regional actors.
- 2 KAICIID, in close cooperation with partners, will foster interreligious and intercultural dialogue networking efforts of young people by establishing a **youth dialogue transnational network**, in the context of Agenda 2030 and the attainment of the SDGs.
- 3 KAICIID, in close cooperation with partners, will also advocate promoting a strong narrative about women faith leaders by developing a comprehensive worldwide **women's interreligious dialogue network**, which will provide a safe environment and an arena for networking and capacity development.



4th European Policy Dialogue Forum in Barcelona, Spain (2022)



Priority 4

Expanded global outreach

Over the years, the scope of KAICIID's work has expanded to more areas and regions of the world. However, to achieve a global impact, KAICIID will need to devise specialised strategies to adapt to the particular needs of those regions where it does not operate yet at full operational capacity. To gain a world leadership role, higher global-scale ambition is needed. To this end, the Centre will optimise all its existing programmes and expand as needed, particularly in the Arab region, in order to be able to address complexities and dynamics of the region's diverse context. The Centre will also outreach to more regions and areas of the world, to leverage and expand on its global ambition through concrete action and change, and with a holistic approach to interreligious and intercultural dialogue.

How will we accomplish this?

1 KAICIID will **streamline and optimise its actions** in the existing regions where it operates: Africa (with a key focus in the Central African Republic, Nigeria, and Mozambique), Arab region, Asia (with particular attention to Southeast Asia), and Europe, as well as expand and strengthen its outreach. KAICIID will prepare an intervention logic with an incremental approach with the aim of developing and expanding its actions and outreach to the three sub-regions in the Americas (North America, Latin America, and the Caribbean) by 2027.

2 To achieve a desired transformational change in the regions, KAICIID will aim to collaborate with religious leaders and institutions, policymakers, and other stakeholders, such as women, youth, academia, media, and social leaders. The goal is to improve and develop national, constitutional, and societal frameworks that lead to peaceful and more stable societies through the promotion of interreligious and intercultural dialogue.

3 In Asia and the Americas, more emphasis will be placed on expanding dialogue with the Indigenous communities and building bridges with their religion and culture, supporting their agency around contemporary challenges in the areas they inhabit and their traditional lands.



Pillar 02

Participants of the KAICIID International Fellows Programme visit a mosque in Bangkok, Thailand (2023)



Priority 5

Contributing to the UN SDGs through interreligious and intercultural dialogue

KAICIID will work to increase the visibility, perceived developmental value, and impact of interreligious and intercultural dialogue across countries, regions, and communities. A better alignment of KAICIID's work in the context of the UN SDGs will help in harmonising the Centre's work with that of UN agencies and other main global actors, thus facilitating consistency, synergies, and co-operation on a global scale.

How will we accomplish this?

- 1 KAICIID will systematically **gather evidence** of the developmental impact of interreligious and intercultural dialogue from KAICIID's capacity building and other initiatives, highlighting the link between these and the SDGs. This implies regularly carrying out impact evaluations of interreligious and intercultural dialogue initiatives, to come up with successful cases and lessons learned.
- 2 KAICIID will partner with academia to **develop case studies** and materials to be used in training and other outreach activities.
- 3 KAICIID will utilise institutional cooperation, capacity development interventions and international fora to **showcase the work of the Centre, and to promote the value of dialogue** and the inclusion of faith-based organizations in advancing the SDGs.



KAICIID celebrates its 10th anniversary (2022)





Priority 6

Recognising and showcasing leaders in dialogue

Recognition, acknowledgement, and visibility are of key importance. KAICIID intends to showcase the vital work of those who are engaged in interreligious and intercultural dialogue at the global, regional, national, or local levels and are contributing to KAICIID's mission – be they individuals, communities, or organizations. To leverage on its reinforced global ambition and leadership role, KAICIID would contribute to give credit through the establishment of specific recognition programmes.

How will we accomplish this?

- 1 KAICIID will create an annual global call for nominees to **recognise and showcase achievements** in the field of interreligious and intercultural dialogue with particular emphasis on the impact of interreligious and intercultural dialogue on the SDGs.
- 2 **KAICIID awards for dialogue will be established**, to recognise the work of organizations or individuals.



Pillar 03

Build Credibility and Increase Awareness

KAICIID will strongly link its communication with its values and results to strengthen the credibility and visibility of the Centre and its leadership, and further support external relations and expansion of the Centre and its programmes. By unifying the brand experience, positioning internal expertise, and putting forward a visibility strategy as the living embodiment of a brand, KAICIID will spread awareness and acknowledgment of the Centre as the global leader in interreligious and intercultural dialogue. The Centre will join forces with its Fellows and partners who have engaged with the Centre to communicate messages, engage in traditional and digital media, as well as expand its reach beyond its current known beneficiaries and partners, through digital advertising, and geographical and language targeting.

A photograph of a man with short dark hair and glasses, wearing an orange turtleneck sweater. He is speaking into a black microphone with the 'CW PORTUGAL' logo. The background is a blurred indoor setting with warm lighting and other people, suggesting a reception or event.

KAICIID fellow Ven. Napan Thawornbanjob interview at the KGDF reception in Lisbon, Portugal (2024)

1

Priority 1

Building leadership visibility

A leadership visibility strategy underpins any successful effort to expand awareness of an organization; they are the living embodiment of a brand – carrying the vision and message of an organization to a broader audience. With the appointment of a new Secretary General, KAICIID is in a position to launch a visibility campaign which builds the global profile of the Centre amongst global leaders and institutions.

How will we accomplish this?

- 1 KAICIID's leadership will be actively represented, at different levels, in annual fora, conferences, and events of intergovernmental and non-governmental organizations and networks. The aim is to spread its vision, strengthen existing and develop new strategic partnerships, and showcase the Centre's impact.
- 2 Paid media campaigns will follow selected high-level meetings as a controlled methodology to enhance visibility. It differs from the traditional earned media approach as it allows for brand control of image, message, and positioning. The campaign will include photography, interviews, and b-roll placed within key media outlets.

3 Building the Centre's digital brand is essential to strengthen the global reputation of the KAICIID brand as a leader in the field of dialogue. By creating and developing digital channels dedicated to the Secretary General – and sharing immediate viewpoints on dialogue and interreligious violence within the 24-hour news cycle – the Centre will create demand for expertise from leadership and the brand at large.

4 Implementation of an op/ed placement programme to augment the Centre's profile in the regions of programmatic importance to KAICIID to further strengthen credibility. These opinion pieces will correlate with high-level bilateral leadership meetings in-country to further increase visibility.



KAICIID's Secretary General meeting with Pope Francis in the Holy See (2023)



Priority 2

Expanding Centre's digital impact

Highlighting brand impact, through the experiences of Fellows and those who have engaged in KAICIID's offline and online training, will continue to be central to KAICIID's digital strategy as the Centre builds its credibility. Through curated and user-generated campaigns, the Centre will expand its digital reach beyond its current known beneficiaries and partners through digital advertising (promoted posts), geographical targeting (geotargeting), and language targeting (all Council of Parties and other operationally relevant languages).

How will we accomplish this?

- 1 Expand digital influence through advertising, influencer marketing and a mix of curated and user-generated content campaigns focusing on KAICIID's work – interreligious and intercultural dialogue.
- 2 Showcase multi-series digital storytelling reels, highlighting latest news, and progress updates, using a 'behind the scenes' hosted newsroom approach.
- 3 Positioning Fellows as digital storytellers – curating news, research, and career achievements, expanding to noted Alumni and high-level policymakers.
- 4 Creating insider content – behind the scenes using stories and live social network channels for testimonials and historical backgrounds.

- 5 Sharing convening roundtables with a focus on 'dialogue in action' via social networks to increase interaction and feedback with the brand.
- 6 Develop digital ambassador campaign of influencers, partners, governance, and supporters to promote dialogue and drive engagement to KAICIID's channels.
- 7 Re-launch "On Dialogue" podcast focusing on the role of KAICIID in each region of operation, multi-language, hosted by the Multimedia Officer.



KAICIID's Secretary General meeting with H.E. Mr. Miguel Ángel Moratinos United Nations Under-Secretary-General and High Representative for the UNAOC in New York (2024)



Priority 3

Strengthening brand influence

Cultivate perception of KAICIID as a credible, trusted intergovernmental organization and leader in interreligious and intercultural dialogue on the world stage through unifying the brand experience and positioning internal expertise.

How will we accomplish this?

- 1 Create uniformity around KAICIID's brand experience across all touchpoints – events, high level meetings, media, and policy engagements.
- 2 Develop 3 to 5 marketing campaigns targeted to new audiences within existing programmatic regions to increase awareness of, and engagement with, KAICIID.
- 3 Launch leadership series through "On Dialogue" podcast as a focal point for launching co-authored white papers, reports, and indices with partners, focusing on KAICIID's unique approach to dialogue.
- 4 Introduce op/ed campaign in Middle East, Africa, Asia, and South America, to further leverage leadership series, and identify co-sponsored event opportunities to emphasise results (white papers, reports, and indices).

Pillar 04

Ensure a Fit-for-Purpose Organization

To be able to respond to emerging needs and create lasting change, KAICIID will strengthen core management, policy, and operational functions, in line with best practices of international organizations and the private sector. The Centre will enhance capacities of its teams to be able to respond to contemporary changes and challenges, and make better use of technology in the design, delivery, and evaluation of core initiatives. Relocation to a new long-term headquarters will be leveraged to define an efficient operating and accountability model.



KAICIID Global Dialogue Forum, Lisbon, Portugal (2024)

1

Priority 1

Management excellence

The ability to deliver as a world class international organization requires management excellence. KAICIID will place emphasis on strengthening core management, programmatic effectiveness and coherence, policy, and operations functions. It will do so in a manner which is guided by best practices in international organizations as well as the private sector. This priority will help ensure that the Centre is fit-for-purpose, efficient, adaptable to change, and carries out its activities in a transparent and equitable manner.

How will we accomplish this?

- 1 The Centre will undergo a multi-phase restructuring of the organization. The aim of this exercise will be to better link human capital with core priorities while also ensuring that growth is managed in a predictable and sustainable manner. The transformation will cut across existing silos to provide maximum opportunity for collaboration and will involve all core departments at KAICIID.
- 2 The regulatory framework of KAICIID will be reviewed and streamlined. Focus will be placed on eliminating duplication and bureaucracy while strengthening a principle-based approach to policy. This is in line with modern best practice in the international community and contemporary management research.

3 A new Enterprise Risk Management Framework and supporting governance will be implemented at the Centre. The aim will be to regularly review, assess, and mitigate potential risks to programme delivery and core operations. This new mechanism will provide leadership with more information and allow the Centre to adapt and strengthen its internal management frameworks.

4 The Centre will also implement a new integrated results-based framework for tracking and reporting on performance metrics from across programmatic and operational areas. The results framework will shift the focus from outputs to outcomes. The use of new monitoring, evaluation and reporting methodologies and tools will yield qualitative and quantitative data. Specific focus will be placed on measuring the effectiveness of policy and peacebuilding initiatives and how these provide benefits for people and communities. This undertaking will require continuous in-house capacity as well as support to partners in collecting and analysing data. With this new framework, and accompanying tools, the Centre will foster a learning-based approach to continuous improvement and help leadership to guide resources to interventions which maximise value.

Caux Network for Dialogue
Expert Meeting (2023)





Priority 2

Investing in KAICIID's staff

KAICIID's competitive advantage is the result of the incredible people who form part of its international cadre. The Centre's staff represent a geographically, religiously, and culturally diverse group. Focused investments on the capabilities and engagement of staff must, therefore, form a core consideration of this strategic document. At the heart of this focus is a commitment to further strengthen staff capacity through targeted growth, investments in learning and development, as well as competitive and modern conditions of service.

How will we accomplish this?

- 1 The Centre will pursue a strategy of inclusive management by supporting all staff in building a positive, empowering, and mission-driven organizational culture. Practice of annual staff retreats will be continued, providing the opportunity for reflection, learning, and team strengthening. An annual engagement plan, centred around core teambuilding opportunities, will be established, and delivered in future years.
- 2 The focus on ensuring a sustainable work-life balance will also be strengthened. The Centre will undertake a review of the relevant policies with a view on balancing the need for operational delivery, with the long-term job satisfaction and overall wellbeing of staff.

3 A learning and development programme will be launched in 2024 which will be linked to a renewed performance management process. The programme will help identify learning needs as well as developmental opportunities that ensure staff can optimally grow and deliver. Special focus will be placed on developing core competency programmes built around core knowledge areas related to the Centre's work.

4 The Centre will also undertake a comprehensive review of compensation in the context of the move from Vienna to Lisbon and considering the exigencies related to the UN Common System of Compensation. Core topics will include salary alignment rates vis-à-vis other international organizations (with the reference being the UN Common System), the potential establishment of a standard Defined Contribution Pension Scheme which matches other international organizations, and the standardisation of entitlements and benefits following the move from Vienna.



Graça Machel, Mozambican politician and humanitarian addresses the KAICIID Global Dialogue Forum in Lisbon, Portugal (2024)



Priority 3

Diversification and growth of resources

With the immense challenges to global peace and human security it is critical for KAICIID to evolve its resource diversification and growth strategy and to explore opportunities for expanding the Centre's sources of funding. Supported by an overall commitment to stronger results-based management, the Centre will explore new potential opportunities to achieve this more diverse and evolving funding need. This work will be undertaken in coordination with the Council of Parties.

How will we accomplish this?

- 1 Building on the Centres' added value and comparative advantage, and in coordination with the Board of Directors and the Council of Parties, the Centre will analyse the priorities of other potential bilateral, multilateral, and private sector donors and engage in discussions to secure resource support. These potential activities could include resourcing for core activities of the Centre, as well as partnerships in the delivery of specific programmes, so long as they align with the mandate of the Centre as set out by the Council of Parties.
- 2 The Centre will also place a greater emphasis on co-funding arrangements when entering into partnership activities with other intergovernmental and non-governmental organizations as well as with national stakeholders.



International Fellows Cohort during the training in Bangkok, Thailand (2024)



Priority 4

Leveraging technology

The development of a new strategy, when combined with a new leadership and the move to Lisbon, provides KAICIID with a unique opportunity to invest in and leverage technology advancements to strengthen and transform the delivery of its programmes and operations. Technology investments will make it easier for the world to engage with the work of KAICIID, while providing management with the insights needed to make better decisions, and staff with the tools to work efficiently and collaboratively.

How will we accomplish this?

- 1 The Centre will undertake a review of core processes to identify opportunities for process and technology innovation. Emphasis will first be placed on programmes that include an outward facing component. New reporting and collaboration tools will be deployed concurrently. A bottom-up review of core administrative and operational processes will be undertaken with a view of automating and streamlining processes through technology.

2 A holistic approach to strategic investments will be implemented and centred around a newly built technology team. This approach will strengthen core architecture, security, and integration considerations, and will create a tightly connected ecosystem of tools to deliver on the needs of KAICIID. The centralisation of these competencies will also create efficiency through the elimination of duplication and downstream costs linked to interoperability.

3 A project management and performance tracking solution will also be implemented with the aim of holistically capturing all phases of the delivery of KAICIID projects and the tracking of performance metrics.

4 KAICIID will also strengthen the use of core productivity and collaboration tools offered by its strategic partner, Microsoft. This will include an expanded MS Teams footprint for collaboration, and a strategic investments in the Power Platform for integrated tools and insights. The Centre will also explore the use of Dynamics CRM to create effective client journeys and relationship management for its external stakeholders.



Priority 5

A modern and fit-for purpose headquarters

KAICIID's relocation to Lisbon creates a once-in-a-generation opportunity to establish a modern and fit-for-purpose headquarters which includes the latest post-pandemic workplace innovations while also providing an appropriate setting for an international organization. Additionally, efficiencies can be potentially realised through the establishment of core in-house conferencing facilities – establishing KAICIID as a convenor of global intercultural and interreligious dialogue organizations and discourse.

How will we accomplish this?

- 1 Working in concert with the Portuguese Government as a host nation, and the member states of the Council of Parties, the Centre will identify a new headquarters location, which provides the capacity to appropriately adapt and scale into the future. The Centre will undertake a comprehensive review of potential leasing and purchase options with a view to balancing needs with capital and operating efficiency. Once identified, the headquarters will be activated through a provisioning project.
- 2 The activation of the headquarters will require the development of a long-term operating model which balances the need for operating efficiency with operating knowledge. This model will identify ongoing operating costs, as well as the mix of internal and contracted staffing needs to manage the headquarters effectively and prudently. The project will also include the development of a capital fund for maintenance activities.
- 3 A conferencing services plan will also be developed to explore the benefits and potential savings which an in-house conferencing centre could provide to KAICIID. The plan will include capital investment considerations and operating factors.



KAICIID's Secretary General meeting the fellows in Brasilia, Brazil (2024)

Appendix A: Key international framework and sources and their links to KAICIID's Strategic Plan

Contextual analyses such as the Human Development Report 2021/2022, the 2022 UN Secretary-General's remarks on the devastating consequences of conflict, and the UN Nations Office for the Coordination of Humanitarian Affairs reports all provide unique insights into the impact of conflict on the prosperity of the world's citizens. This was a key consideration in contextualising how KAICIID's mission and strategy should fit into overall peacebuilding and sustainability considerations.

Universal Declaration of Human Rights and other treaties, bodies, and mechanisms (UN, EU, COE, OSCE, ASEAN, AU, etc.) have been created to promote and protect human rights, addressing or preventing specific violations. However, the system can also serve in peacebuilding programmes to reduce the risks by ensuring that drivers of conflict are tackled early on.

Agenda 2030 – UN SDGs

SDG 16: Peace, Justice, and Strong Institutions is at the core of KAICIID's work, which aims to strengthen capacities of communities' and policy makers' capacities for dialogue, empowering them to address and reduce violence, and build effective, accountable, and transparent institutions and decision-making processes.

KAICIID will contribute to **SDG 4: Quality Education** by providing that learners and teachers acquire the ethics, dialogue, and conflict resolution knowledge and skills in order to build resilient communities, and a culture of peace and non-violence, global citizenship, and appreciation of diversity.

SDG 5: Gender Equality will be supported through encouraging and promoting participation of both women and men in peacebuilding, conflict prevention initiatives, and policy work, and their support to ending discrimination and violence against women and girls.

The Strategic Plan will support inclusion in dialogue and participatory policy work to reduce other inequalities in society and their intersectionality contributing to **SDG 10: Reduced inequality**. Aspects of migration and responsible policy work and practice is integrated in the Europe programme and being considered by other programmes.

Bringing people from diverse religious and cultural backgrounds to build partnerships around shared social and political challenges of the contemporary world will contribute to **SDG 11: Sustainable Cities and Communities**. KAICIID has started including policy-makers and universities, as well as establishing networks of cities to support building safe and resilient communities, in addition to already established networks of faith and non-governmental organization leaders, as well as initiatives promoting and protecting cultural heritage.

Overall, KAICIID nurtures partnerships with many intergovernmental, international, and non-governmental organizations and universities around dialogue and Agenda 2030, contributing to **SDG 17: Partnership for the Goals**.

A number of UN General Assembly and Security Council resolutions on **peacebuilding and sustaining peace** in the period from 2016 to 2020 emphasise that development, peace and security, and human rights are interlinked and mutually reinforcing, and underline the importance of inclusivity in advancing sustaining peace, in particular the role of civil society, women and youth in sustaining peace and resolution of conflict. While looking into overall peacebuilding

and sustaining peace agenda **UN Security Council Resolutions on Women and peace and security** and on **Youth, peace and security** will be of particular interest, together with the **UN General Assembly Resolution on Promoting interreligious and intercultural dialogue and tolerance in countering hate speech**, and other UN and regional action plans related to countering hate speech and extremism.



The International Dialogue Centre – KAICIID

Rua Castilho 52,
1250-071 Lisbon
Portugal

office@kaiciid.org





INTERNATIONAL
DIALOGUE CENTRE



KAICIID