Strategic Plan
2024 - 2027

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Our strategic plan is rooted in CPI's significant achievements, including diversification of donors and the development of expertise in Fiqh and engagement with religious leaders. This expertise is crucial for operationalizing humanitarian development, conflict management, and transformation initiatives, particularly in the intersection of religion and politics.

CPI acknowledges the need to reinvigorate its network in North Africa and expand thematic focuses such as alternative narratives, interfaith dialogues, and geographical reach, particularly in East Africa. The plan also emphasizes addressing internal challenges such as financial sustainability, increasing visibility, and strengthening ties with international donors.

Executive Summary

VISION

A Peaceful world in which societies where Muslims live address conflict in a nonviolent manner.

MISSION

The mission of CPI is to promote dialogue and empower people for the prevention of violence and for peaceful conflict transformation in Muslim-majority societies. It aims to build a peaceful world in which these societies address conflict in a non-violent manner.

OUR PRINCIPLES

- Non-Violence
- Inclusiveness
- Impartiality
- Empathy
- Independence

CPI’s new three-year strategic plan (2024-2027) presented in this document is designed to keep the organization agile and responsive to the increasingly complex conflict transformation challenges in today’s world.

The strategy will be implemented through 3 general strategic objectives that aim to promote dialogue to empower people for the prevention of violence and for peaceful conflict transformation in Muslim-majority societies.

This strategic plan reflects CPI's commitment to adapting to changing global contexts, like the evolving dynamics in Middle East, East Africa, and the Sahel, while reaffirming its foundational values of cultural sensitivity, independence, and credibility. The plan sets a clear direction for CPI to navigate the challenges and seize the opportunities ahead, reinforcing its role as a key player in conflict prevention and transformation.



Context Analysis

In the current geopolitical context and over the next three years, several key dynamics are taking shape, profoundly influencing international relations and regional stabilities.

The prospect of a potential re-election of Donald Trump raises concerns, particularly due to the anticipation of reduced funding for international cooperation and the risk of staff withdrawals from key international institutions, notably embassies, as was the case during his first term. This situation may lead to the closure of mechanisms dedicated to sensitive issues, thereby increasing uncertainties on the international stage.

In 2024, over half of the world's population will participate in electoral processes, a factor that could reshape numerous political landscapes. In North Africa, Tunisia is notable for the significant deterioration of the socio-democratic context, while in the Middle East and beyond, events in the Gaza Strip could lead to a surge of extremism and violence in the coming years in response to the daily violations of Human Rights and International Humanitarian Law that the Palestinian population endures. Developments could be reminiscent of the Arab Spring events and potentially lead to a resurgence of violent extremism.

A decline in trust in Western norms and values as well as in International Humanitarian Law is being felt, particularly in regions such as the Sahel, where an increase in coups has been observed. The tensions in the Western Sahara, resembling a low-intensity open conflict, the disintegration of the G5 Sahel, and the rising frictions between Algeria and Mali must be considered. These instabilities promote the strengthening of partnerships with Russia and the spread of instability to West African countries, which may spread to coastal regions. In Libya, ongoing political discussions may offer a more favorable context compared to Tunisia, despite a lack of funding.

In East Africa, the Democratic Republic of the Congo is facing the re-election of its president amid tensions with the M23 rebel group, supported by Rwanda. Mozambique is entering the sixth year of a conflict in Cabo Delgado (since October 2017). The South African military mission plans to withdraw by the end of 2024, leaving primarily Rwandan forces in place. The chronic crisis affecting Somalia is exacerbated by a government policy perceived as aggressive, relying on an "all security" approach, and limited by directives from the United States and the United Kingdom, hindering all possibilities for mediation. Recently, Somalia has been the scene of heightened tensions following an agreement signed between Ethiopia and Somaliland, causing reactions from Al-Shabaab and the Arab League, which denounce an agreement developed without consulting the Federal Government with consequences impacting the territorial integrity of Somalia.

In the Levant, Iraq finds itself caught between Turkey and Iran with regular attacks, while Syria witnesses the return of former fighters. Lebanon, meanwhile, is at a standstill, with Hezbollah losing credibility and reluctant to risk the cost of a new conflict with Israel.

In Afghanistan, a decrease in international pressure is noted, while Pakistan held elections on February 8, 2024, an event that could significantly influence regional dynamics.

An additional global issue impacting potential conflict lines relates to climate change. Climate change significantly influences the risk and nature of global conflict, acting as a risk multiplier. Climate change amplifies existing risks to peace and development. It often worsens the situation in already fragile states by adding pressure to scarce resources such as water and food, which can lead to conflict. In regions like Yemen and Iraq, water scarcity, compounded by institutional weaknesses, exacerbates health, food, and economic security challenges. Conflict directly harms ecosystems, further reducing the resilience of communities dependent on them. Research suggests that climate change has increased the risk of armed conflict within countries by 3% to 20% over the past century, and this risk is expected to rise as climate change progresses. These diverse challenges call for a nuanced, multi-faceted approach to peace and conflict resolution.

The humanitarian priorities identified by the international community for 2024 include a wide range of countries, notably Mali, Niger, Burkina Faso, Mozambique, Nigeria, the Central African Republic, the Democratic Republic of Congo, Sudan, South Sudan, Ethiopia, and Somalia.

These elements paint a complex and interconnected picture, highlighting the importance of continuous monitoring and analysis of geopolitical developments to anticipate and respond to emerging challenges.



Theory of Change

The approach chosen by the CPI is based on the following assumptions:

Key actors' attitudes: If key actors in Muslim-majority societies understand the long-term benefits of peaceful attitudes and behaviors, then they will promote the use of non-violent means to resolve conflicts. This theory focuses on the role of prominent leaders in promoting a cultural shift from violent ("culture of war") to peaceful approaches ("culture of peace").

Strengthening local capacities for peace: If parties have adequate conflict transformation skills and knowledge and feel confident to undergo such processes, then they will be more willing and successful in negotiating peace and dealing more effectively with conflicts. The implicit assumption is that lack of capacity or inadequate processes are a significant obstacle in negotiation and peace promotion.

Healthy relationships: If key actors from conflicting groups are given the opportunity to interact and get to know each other, then their fear and prejudices will reduce, which will lead to greater awareness and mutual understanding. The implicit assumption is that hostility is perpetuated by unfamiliarity, separation and ignorance that contribute to the de-humanization of the "other".

Cooperation: If key actors from conflicting groups work together on issues of mutual interest, then they will learn to cooperate and undergo constructive shifts in their consciousness, which will lead to the development of trust and more inclusive and positive relationships. The implicit assumption is that the discovery of shared values and multifaceted complex identities provide a solid basis for joint engagement and the establishment of more inclusive processes.

Inclusion: If marginalized groups can express their views and advocate for their participation in political and decision-making processes, then they will refrain from engaging in harmful and violent behaviors. The implicit assumption is that some groups or individuals resort to armed violence because they feel excluded, discriminated against and are not given the opportunity to participate in their societies as equal and productive citizens.

Local dialogue: If influential leaders and/or representatives of parties to a conflict engage in unofficial dialogue at the track 2 or 3 levels, then these efforts will ultimately feed in and support national level peace processes. The implicit assumption is that unofficial, yet structured and sustained dialogue can ensure greater inclusion and more open discussion than formal and high-level negotiations.

Public attitudes: If public opinion is encouraged to consider the "other" with greater tolerance and understanding through accurate and constructive messages, then stereotypes, prejudices and tensions will be reduced. The implicit assumption is that tensions and conflicts are often motivated by misperceptions and intolerance of difference.

VISION

A PEACEFUL WORLD IN WHICH SOCIETIES WHERE MUSLIMS ` LIVE ADDRESS CONFLICT IN A NON-VIOLENT MANNER.

GOALS

- Internal peace resources in Muslim-majority societies are revived
- Peace actors in Muslim-majority societies are empowered
- A community of conflict transformation practitioners is active and effective
- Muslim-majority societies are inclusive socially, politically, and culturally
- Communities with different worldviews interact peacefully

OUTCOMES

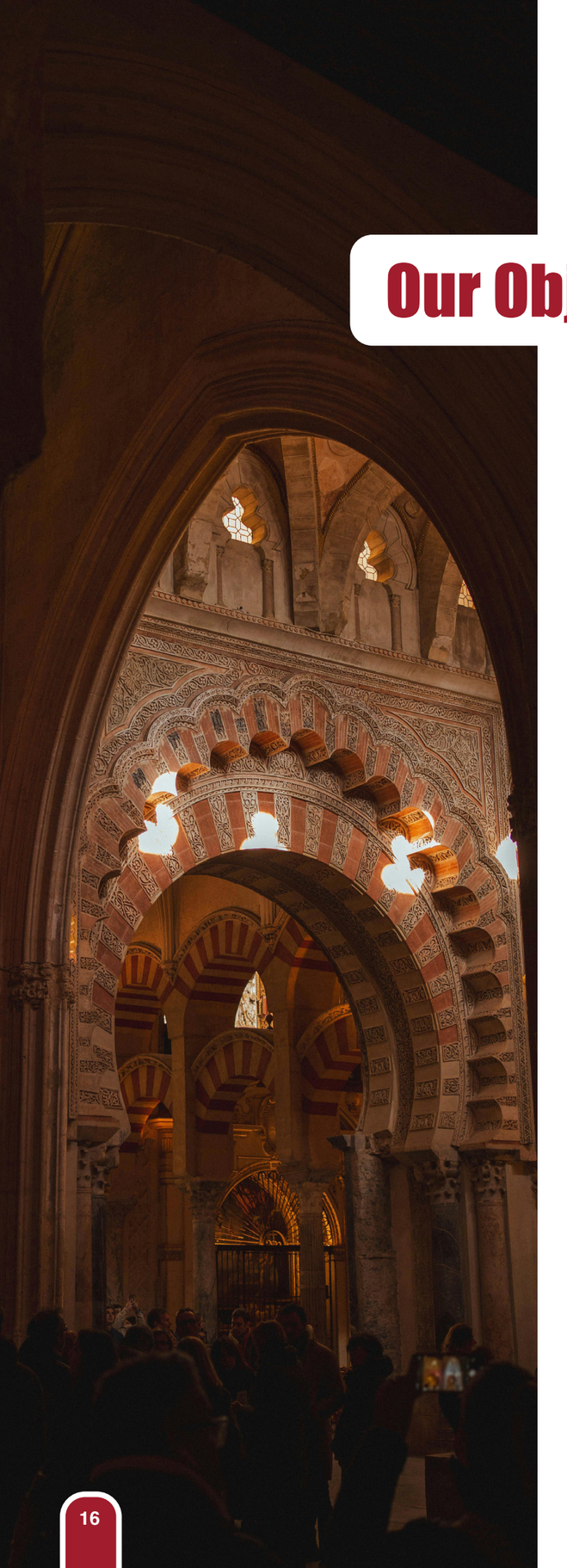
- Religious and traditional conflict transformation approaches are revitalized, valued, and used effectively to prevent and mitigate conflict
- Local peace actors are equipped with the necessary skills and tools to deal with conflict in a non-violent manner, and take the lead in peace initiatives
- Conflict transformation practitioners in societies where Muslims live share experiences, exchange perspectives and engage in joint peace initiatives
- Parties to social and political conflicts and other stakeholders engage in dialogue and collaborate on practical issues, to prevent extremism and promote social cohesion
- Mutual understanding and respect among actors with different worldviews is increased, prejudice reduced, and joint activities and projects initiated

INTERVENTIONS

- Undertaking and dissemination of research and analysis on conflict transformation issues
- Capacity building of local actors who can influence positively or negatively peaceful coexistence among Muslims and between Muslims and non-Muslims
- Facilitation of inclusive and enabling dialogue spaces between actors of conflicts in societies where Muslims live
- Establishment of formal and informal networks of exchange and collaboration between peace actors across the world
- Launch and/or support of awarenessraising activities to address prejudices and discriminatory practices and policies

CONTEXT OF INTERVENTION

- Muslim-majority societies are limited in their ability to deal with conflict in a non-violent manner
- Public space and decision-making processes in Muslim-majority societies are not inclusive, leading to resignation and/or extremism
- There is mutual suspicion between some Western policy-makers, seen as lacking cultural sensitivity and hegemonic, and some Islamic actors, perceived and dealt with as a threat to democracy, peace and security
- Multi-dimensional conflicts implicating crossborder and multiethnic communities exist in various parts of Africa and Asia



Our Objectives

Strategic Objective 1: To harness and amplify internal peace resources within Muslim-majority societies by researching, documenting, and disseminating local conflict transformation approaches, alongside the development and accessibility of training materials to empower peace actors in these communities.

Specific Objective 1.1: Conduct Comprehensive Research on Local Conflict Transformation Approaches

In over 20 years, CPI has initiated a series of detailed research projects aiming at identifying and understanding the various local and indigenous conflict transformation approaches and practices within specific Muslim-majority societies. This involves sensitive conflict analysis, interviews with local peace actors, and analysis of current geopolitical trend and historical peace processes within these communities. CPI develops research methodologies that are culturally sensitive and inclusive is at the heart of our work.

Specific Objective 1.2: Development and Distribution of Tailored Training Materials

In its work CPI creates a range of training materials, including modules, manuals, and online courses, that are tailored to the unique contexts of different communities considering the specificity of local languages. These materials are designed to enhance the capacity of local peace actors by providing them with methodology, skills, and tools rooted in both global peacebuilding principles, local and Muslim conflict transformation practices. CPI collaborates with experts in peace studies, local peace practitioners, and educational designers to develop the content.

Specific Objective 1.3: Establishment of a Network for Peace Actors in Muslim-majority Societies

CPI has created a wide network of peace actors, organizations, and researchers within and across Muslim-majority societies. This network aims to facilitate the exchange of knowledge, experiences, and best practices in conflict transformation and peacebuilding. Workshops that bring together practitioners, scholars, and community leaders to discuss challenges, strategies, and innovations in peacebuilding are organized regularly within the context of our projects.
These specific objectives focus on the creation of knowledge, development of practical tools, and fostering of a supportive community—all essential for empowering peace actors and enhancing the effectiveness of conflict transformation efforts in Muslim-majority societies.

Strategic Objective 2: To build and sustain an active, effective community of conflict transformation practitioners through networking, platforms, and forums, focusing on fostering collaboration and knowledge sharing among peace actors in Muslim-majority societies.

Over the last 20 years CPI has developed a comprehensive ecosystem that promotes the continuous exchange of knowledge, skills, and experiences among peacebuilding practitioners. This ecosystem should aim not only to disseminate existing knowledge but also to generate new insights and methodologies tailored to the unique challenges of conflict transformation in Muslim-majority societies.

Specific Objective 2.1: Promotion of Collaborative Projects and Initiatives

CPI implements and supports the development of collaborative projects and initiatives among peace actors in Muslim-majority societies. This aims to leverage diverse experiences and expertise to address complex conflict and peacebuilding challenges more effectively. CPI is working on peacebuilding projects proposed by community members, religious and traditional leaders and Government in some contexts. CPI focuses on thematic areas that are particularly relevant to Muslim-majority societies, such as community-based conflict resolution, the role of religious leadership in peacebuilding, and the integration of women and youth in peace processes. In some cases, CPI facilitates the creation of interdisciplinary teams that bring together practitioners, academics, and local leaders to work on specific peacebuilding challenges.

Specific Objective 2.2: Capacity Building Initiatives

Capacity building in Conflict Transformation among its partners and stakeholders is one of CPI's main tools to gather people from different sides, and gives an excellent opportunity to provide a safe space for discussions and exchanges. Such capacity building helps to work on trust-building and to deconstruct preconceived notions



of “the other”. CPI organizes webinars, workshops, and training sessions led by experienced practitioners and experts in conflict transformation.

Specific Objective 2.3: Knowledge Sharing

CPI publishes a regular newsletter that features reports of CPI’s activities, articles, interviews and case studies highlighting innovative practices, lessons learned, and research findings in the realm of conflict transformation. These publications are accessible to a broad audience by offering them in Arabic, English and French and in formats suited for different regions and communities. In addition, CPI hosts a series of knowledge exchange events, such as symposiums, workshops, and roundtable discussions, both online and in-person, to facilitate the sharing of experiences and best practices.

Strategic Objective 3: To promote inclusivity, social cohesion, and peaceful interaction across diverse communities, particularly in Muslim-majority societies, by engaging all constituents in efforts to prevent extremism and reduce polarization. This involves raising awareness among policymakers, gatekeepers, community, and religious leaders about their critical role in encouraging peaceful coexistence and understanding between communities with different worldviews.

Specific Objective 3.1: Development of Inclusive Dialogue and Engagement Programs

CPI designs and implements a series of dialogue and engagement programs that bring together individuals from diverse backgrounds to foster mutual understanding and respect. These programs specifically aim to include voices that are often marginalized, ensuring that a wide range of perspectives is represented. CPI organizes community forums, interfaith dialogues, and cultural exchange events that encourage open and respectful conversations among participants with differing viewpoints. CPI facilitates workshops and seminars that aim to highlight common values and the benefits of diversity, aimed at reducing misconceptions and stereotypes. One of the core methodologies of CPI is “Diapraxis” (dialogue through practice), used to conduct initiatives that support joint community projects, promoting cooperation and collaboration on shared goals and interests.

Specific Objective 3.2: Awareness Campaigns Targeting Policymakers, Gatekeepers, and Community/Religious Leaders

In some contexts, CPI contributes to creating targeted awareness campaigns to inform and sensitize policymakers, opinion leaders, and community/religious figures about the importance of their role in fostering a culture of peace, inclusivity and understanding. The aim is to emphasize the impact of discourse and policies on social cohesion and the potential these leaders possess for positive influence. Capacity Building workshops are tailored to these specific groups highlighting successful case studies of inclusive governance and peacebuilding. CPI engages with journalists and media platforms to promote narratives that underscore the value of inclusivity and the dangers of extremism and polarization.

Specific Objective 3.3: Capacity Building for Community-Based Organizations (CBOs) and Non-Governmental Organizations (NGOs)

CPI facilitates partnerships and networks among CBOs and NGOs for better resource sharing, collaboration and amplification of efforts. One of the main goals of these partnerships is to strengthen the capabilities of CBOs and NGOs to effectively contribute to peacebuilding, extremism prevention, and the promotion of social cohesion. CPI provides these organizations with the tools and knowledge needed to engage communities, facilitate dialogues, and implement programs that support inclusivity. Our work is about offering training sessions and resources on conflict resolution, peacebuilding strategies, and community engagement methodologies. In the context of certain projects, CPI also provides financial and technical support to grassroots initiatives aimed at fostering inclusivity and reducing divisions within communities.
These specific objectives aim to create a multi-level approach to promoting peace and inclusivity, leveraging the influence of leaders, the power of community engagement, and the ground-level impact of organizations dedicated to peace and social cohesion.



Tools and Methodology

CPI acknowledges the critical role of employing various essential tools and frameworks to successfully achieve our organizational goals. This section highlights the broad-based, integrative tools we are developing and that we plan to improve or create. These instruments will support efficient decision-making throughout all program areas.

CPI's methodology

Conflict Transformation

We endeavour to transform the relationships between parties to conflict, to minimize the use of violence. We encourage them to deal with direct, structural and cultural causes of conflict.

Collective Shared Knowledge

In our reports and papers, we ensure that the analyses, conclusions and recommendations issued are shared by a diverse panel of actors from different backgrounds.

Capacity-Building

We empower parties to conflict and enhance their capacity to analyze conflicts and to master non-violent approaches to dealing with them.

Safe Mediation Space

We provide safe mediation spaces to enable parties to conflict to interact directly with the "other" in a protected and respectful atmosphere. Our facilitation role in a mediation process includes identifying key issues to be addressed, organizing face-to-face meetings, and maintaining a channel of communication between parties.

Diapraxis

We use dialogue as a means of arriving at practical solutions to problems, which can be jointly implemented by conflict parties (this is known as "diapraxis"). Our experience shows that developing shared actions in an inclusive way goes further in building trust between diverse actors.

Conflict Analysis

We undertake extensive, thorough desk and field research in the early stages of a project, and consistent follow-up throughout our activities. This research helps us develop knowledge and networks that ensure the credibility and acceptability of our processes and projects.

Building Trust

Our experience has shown the importance of building confidence and trust with all parties; particularly with "credible" actors. The success of our work depends on an atmosphere of common trust and shared goals. We take time to ensure that our interlocutors are convinced of the genuineness of our intentions in each project.

Monitoring, Evaluation, Accountability, and Learning (MEAL) framework

The current MEAL framework of CPI is utilized by our team and field partners to guarantee the execution of programs of high quality, and to assess the impact of projects along with the tangible outcomes. CPI aims to put in place a robust MEAL system ensuring that we can effectively track our progress, learn from our experiences, and hold ourselves accountable to our stakeholders.

Regarding the design of the MEAL framework, for each project specific, measurable, achievable, relevant and time-bound (SMART) indicators that are sensitive to the unique contexts of Muslim-majority societies and conflict areas are designed. These Baseline indicators should capture both the immediate outcomes and long-term impact of programs on social cohesion and conflict transformation. CPI conducts baseline studies and need assessment to understand the pre-existing conditions, conflict dynamics, and the specific needs of communities. This step is critical for setting realistic targets and designing effective interventions. An Endline Survey is also systematically conducted to assess the real impact of the project and to provide a comparative analysis of the main indicators. This process of baseline/endline is conducted in close collaboration with local communities, beneficiaries, and other stakeholders in the design and ongoing review of the MEAL system. This participatory



approach ensures accountability and relevance, fostering local ownership of conflict transformation processes.

CPI's work focuses on topics that imply "change of behavior". Assessing a change in behavior within the framework of a Monitoring, Evaluation, Accountability, and Learning (MEAL) process involves a nuanced and comprehensive approach. This type of assessment is particularly critical in programs focusing on conflict transformation, social cohesion, and prevention of violent extremism, where changes in individual and community behaviors are key indicators of success and challenging to measure in a short-term approach. In that sense CPI aims to clearly define the specific behaviors that the program aims to influence or change. This could involve shifts in attitudes towards other communities, increased participation in peacebuilding activities, or reduction in engagement with extremist groups. The main goal for CPI is to improve this approach during the period of this Strategic Plan by adopting or developing a theoretical model of behavior change that is relevant to the context. Models such as the Theory of Planned Behavior, Stages of Change (Transtheoretical Model), or the Social Learning Theory can provide a framework for understanding and measuring behavioral change.

Internal Capacity Building

CPI remains continuously committed to equipping our team with the crucial expertise and competencies required for the successful implementation of Conflict Transformation initiatives. We are determined to enhance our staff's proficiency in key areas of Conflict Resolution, Dialogue and Mediation, and Peacebuilding methodologies.

Specifically, we aim to integrate an in-depth understanding of Islamic jurisprudence within the context of Peacebuilding. Recognizing the profound influence of religious frameworks on social dynamics, especially in Muslim-majority regions, this focus seeks to bridge traditional wisdom with contemporary peace efforts, facilitating dialogue and understanding across diverse cultural landscapes.

Furthermore, the exploration of the concept of Worldviews is vital. By appreciating the diverse lenses through which individuals and communities interpret their realities, we can foster empathy, reduce misunderstandings, and support more effective conflict resolution strategies that respect and integrate differing perspectives.

Positive Reconciliation and Restorative Justice are also central to our expanded focus. These approaches move beyond mere conflict resolution to address the root causes of discord, heal relationships, and build sustainable peace from the ground up. By prioritizing healing and restoration over punishment, we aim to transform societal norms towards more inclusive and just systems.

CPI is also keen on integrating contemporary and cross-cutting themes such as Artificial Intelligence and its role in peace promotion, as well as ensuring data protection and cybersecurity. Expanding on this, CPI recognizes the evolving landscape of global challenges and the need to address these within the context of our work. The inclusion of Artificial Intelligence (AI) acknowledges its growing impact on societal dynamics and both its threats and the potential it holds for enhancing conflict resolution and peacebuilding efforts. Similarly, with the increasing reliance on digital infrastructure, the importance of cybersecurity cannot be overstated. Ensuring the protection of digital assets and information is crucial for maintaining the integrity and trustworthiness of our operations.

Through these focused areas, CPI is not only enhancing our staff's capabilities but also contributing to the broader field of peacebuilding by adopting innovative and holistic approaches. This comprehensive strategy is designed to equip our team with the tools needed to navigate complex conflict scenarios, fostering environments where dialogue, understanding, and peace can flourish.





Conclusion

As CPI sets out on its strategic path for 2024-2027, it finds itself at a crucial intersection of challenges and opportunities, highlighted by the ongoing conflicts in Ukraine/Russia and between Israel and Palestine. With two decades of experience in spreading conflict transformation resources throughout Muslim-majority societies and deeply engaging with religious leaders, this effort has been shown to be both essential and foundational for the promotion of the peace.

CPI is poised to deepen its impact in conflict transformation, social cohesion, and the prevention of violent extremism across Muslim-majority societies and beyond. This Strategic Plan encapsulates CPI's resolve to leverage and disseminate its expertise in Fiqh and Interfaith, keep engaging thoroughly with religious leaders, and broaden its thematic and geographical horizons, emphasizing the criticality of inclusive dialogue, enhanced peacebuilding engagement, and robust MEAL frameworks. The commitment to harnessing local peace resources, building an active community of practitioners, and promoting inclusivity and social cohesion reflects a comprehensive and forward-thinking approach. With a steadfast dedication to these goals, CPI is not just navigating the present challenges but is shaping the future of peacebuilding, ensuring its relevance, impact, and contribution to a more peaceful world.

This Strategic Plan is more than a roadmap; it is a declaration of CPI's commitment to peace, dialogue, and the transformative power of understanding and cooperation among diverse communities.

CPI needs your support and contribution as a private donor to co-fund projects that are already partly funded by the Swiss FDFA, the German FFO, the EU, and others, or to fund new projects.

Bank account

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