



2026-2028 Strategic Plan

Trust.
Localize.
Transform.

cpintl.org



Executive Summary

For decades, conflict, instability, humanitarian emergencies and natural disasters have uprooted and impoverished tens of millions of people in Myanmar, with millions seeking shelter in Thailand, Bangladesh and other nearby countries.

Communities that can't rely on the state for essential services have built their own local organizations and systems. Although trusted and uniquely able to access their communities, they remain under-resourced, isolated and constrained by a fragmented, top-down aid system.

This strategic plan outlines Community Partners International (CPI)'s ambition to nurture and strengthen resilient and sustainable local health and humanitarian organizations, systems and services.

Our Ambition

By 2028, we will connect 200 local organizations into coordinated networks reaching seven million people with quality, equitable and sustainable health services.



2026-2028 Strategic Priorities



1. Advance Authentic Localization

We believe in a balanced distribution of power in aid systems, centered on those closest to the challenges. We will equip local organizations to lead the solutions to their priorities.



2. Nurture Mesh Network Health Systems

Centralized health systems often fail in crises. We will support resilient, decentralized networks led by local organizations that deliver health and humanitarian services even in the most fragile settings.



3. Build Trust

Multidirectional trust among local organizations, communities and donors strengthens collaboration and builds resilience. We will nurture the conditions for trust to grow.



STRATEGIC PRIORITY #1

Advance Authentic Localization

What it means:

Authentic localization entails a structural shift in power, with local organizations owning and leading service delivery, governance and access to resources. CPI is an enabler and coach, supporting local actors to lead while maintaining quality, accountability and compliance.

Our Approach:

- Support local organizations to lead across all program phases, from needs assessment and design to implementation and evaluation.
- Strengthen organizational capacity of local organizations in governance, finance, and operations; invest in human resources and talent development.
- Strengthen local organizations' technical and quality assurance capacities in health through targeted training, coaching and serving as a local hub for collaborative learning and technical resource sharing.
- Catalyze locally-led health service delivery, emphasizing CPI's strategic health areas, to accelerate improved outcomes for targeted communities.
- Establish a Localization Benchmark Framework to assess and strengthen partner capacity across governance, finance, monitoring, evaluation, accountability, learning and procurement.





STRATEGIC PRIORITY #2

Nurture Mesh Network Health Systems

What it means:

A mesh network health system is a decentralized, agile and resilient system where local providers and community actors are connected. If one part of the system fails, others step in to ensure essential services continue to flow.

Our Approach:

- Support local health actors to coordinate data, supply chains and human resources, ensuring their systems remain resilient during crises.
- Equip local health actors with contextualized quality management systems through the development of standard service packages with minimum quality, integrating data and service quality assessments and targeted capacity development.
- Build community-based disease surveillance and reporting to track outbreaks and improve response.
- Invest in peer-to-peer cooperation between local organizations and public providers to overcome fragmentation.



STRATEGIC PRIORITY #3

Build Trust

What it means:

Trust is both a tool and an outcome, enabling collaboration across divided stakeholders, reducing duplication and fostering accountability to communities.

Our Approach:

- Facilitate joint planning and coordination among local organizations and government counterparts.
- Establish platforms for collective advocacy, resource mobilization and standardization of best practices.
- Support coordination platforms, alliances, and joint projects for resource mobilization, collective advocacy and the standardization of best practices.
- Facilitate multi-stakeholder dialogue to build cooperation across local organizations and government.
- Orchestrate peer-to-peer exchange visits among local health actors to drive cross-learning, promote collaboration, deepen partnerships and shared learning.
- Establish a Trust Index to measure perceptions of CPI, local organizations and national actors.





Strategic Health Focus

CPI will support local organization partners to strengthen:

- **Maternal, Newborn, and Child Health:** Expand partner-led primary health care and immunization coverage.
- **Communicable Disease Control:** Strengthen TB, HIV and malaria prevention and service continuity.
- **Emergency Health and WASH:** Ensure service continuity and rapid recovery in crises.
- **Non-Communicable Diseases:** Support partner-led, community level screening and referral models.



Other Strategic Objectives

To support the achievement of our strategic priorities, CPI will:

- Diversify funding sources and strengthen donor relationships
- Use data to improve outcomes
- Leverage thought leadership
- Optimize HR management
- Simplify and streamline administration
- Digitize workstreams



Community Partners International
2001 Addison Street, Suite 300
Berkeley, CA 94704-1165, USA

cpintl.org



© Community Partners International. All rights reserved.

