



Strategic Plan 2025-2028

Summary

The Coalition for the UN We Need (C4UN) is a global platform of civil society organizations from around the world committed to creating a stronger, more effective and more accountable United Nations system. Through a network of thousands of globally dispersed organizations, we bring a range of cross-sectoral local, national, regional and global perspectives to UN deliberations to help shape, explain, innovate, and implement UN goals and mandates.

C4UN fills a gap in mobilizing civil society engagement in UN reform in four ways:

1. We **educate and empower civil society organizations** (CSOs) to engage in UN processes linked to global governance through knowledge production, capacity building, and strategic guidance.
2. We **share civil society perspectives with the UN and its Member States** by consulting, convening and collaborating.
3. We **shine a light on key global governance reforms** needed through advocacy and the exchange of information.
4. We **create an enabling environment for change** by socializing the need for global governance reform, and the importance of civil society inclusion, with Member States, the UN Secretariat, the media and ultimately the public.

Since our creation in 2017, we have developed a reputation as trusted partners, assisting colleagues in navigating UN processes, and have convened many discussions across a wide range of thematic topics and CSO sectors. C4UN's advocacy led to language in the UN75 Declaration requesting what became the UN Secretary-General's *Our Common Agenda* report, which in turn led to the General Assembly decision to host the 2024 UN Summit of the Future to renew global governance. As part of the lead-up to the Summit, C4UN convened the 2023 Global Futures Forum and was a principal

co-host of the 2024 UN Civil Society Conference on the Summit of the Future, held in Nairobi in May 2024.

Thus, much of our work in the last four years led to the Summit of the Future, which necessarily provided an inflection point for C4UN. In the first chapter of this network’s evolution, we succeeded in creating a global constituency to put pressure on the UN and Member States to reform and strengthen multilateralism. C4UN now has an opportunity to leverage that constituency to both hold states accountable to the promises they made at the Summit, playing a constructive, productive and healthy role that is a necessity in the UN We Need. But we can also use the Summit’s momentum to push for the more ambitious global governance reforms we know humanity will need in the years to come.

This document outlines C4UN’s vision, mission and theory of change, gives examples of our track record in recent years, and describes the role the C4UN can play moving forward to strengthen the UN and ensure it remains effective, accountable and capable of addressing the pressing global governance challenges of our time, while reinforcing C4UN’s ability to drive impact.

The four strategic priorities listed below seek to allow us to leverage and strengthen the constituency that now exists to sustain and accelerate the push towards revitalized global governance in the future.

Strategic Priority	Related activities
<p>1/ Make the UN Pact for the Future count by acting as a hub/node for those interested in following up on the commitments made by all of the world’s governments</p>	<ul style="list-style-type: none"> ● Mapping who is doing what vis-a-vis monitoring the Pact for the Future’s implementation to enhance coordination and progress ● Mobilizing civil society to advance the commitments from the Pact in other multilateral processes ● Feeding civil society recommendations on how the Pact’s commitments should be advanced back to the UN and Member States ● Setting up a one-stop shop for information about the ImPact Coalitions emerging from the Nairobi Civil Society Conference on the Summit of the Future

<p>2/ Strengthen the constituency for global governance reform</p>	<ul style="list-style-type: none"> ● Hosting annual “Futures Forums”, alternating between regional and global levels, to gather civil society input on the future of global governance, including input specifically targeted at ongoing intergovernmental processes (eg. the Peacebuilding Architecture Review, the Financing for Development conference, the revitalization of the General Assembly, etc) ● Hosting a thought leadership conversation series on global governance to make discussion about ‘the UN we need’ more accessible ● Engaging in strategic advocacy and CSO involvement on issues linked to key Pact for the Future commitments and other global governance reforms ● Launching a membership outreach campaign to engage a broader constituency of actors, including in Geneva, in the global majority, and in issue-specific movements, to join the Coalition ● Advocating for lowering the barriers to entry for civil society to engage in UN reform processes
<p>3/ Defend multilateral institutions in a world of rising authoritarianism</p>	<ul style="list-style-type: none"> ● Mobilizing our membership for collective advocacy when multilateral institutions and/or specific international legal regimes are under attack, demonstrating strong support for strengthening the UN system while also calling for improvements ● Incentivizing the media, particularly in the Global South, to promote greater awareness of the importance of global governance, while also highlighting those measures that further strengthen the UN system ● Creating and supporting alliances between civil society and key Member States championing the importance of multilateralism

	<ul style="list-style-type: none"> • Advocating for the empowerment of the General Assembly - a forum where all countries have an equal voice
<p>4/ Professionalize C4UN's operations and governance to ensure it can sustainably influence change in the future.</p>	<ul style="list-style-type: none"> • Finalizing a leadership transition • Establishing a 501c3 in the US with a formal Board of Directors • Putting in place tools to optimize operations, such as an improved database to better understand and engage members and independent financial management processes (previously handled by a fiscal host)

Through these initiatives, C4UN will continue to play a key role in engaging civil society and key stakeholders in dialogue about the future of the UN to defend what works, drive change where it is needed, build momentum, generate solutions and encourage action to ensure that the UN system is fit for purpose in addressing global challenges and meeting the needs of all people.

Context: What gaps does C4UN seek to fill?

Calling for more effective global governance

The world is facing an unprecedented convergence of crises that demand coordinated global action. Climate change poses an existential threat, with rising temperatures, extreme weather events, and biodiversity loss affecting communities and ecosystems worldwide. Inequalities are deepening, both within and between countries, exacerbated by economic disparities, social injustices, and unequal access to resources and opportunities. Furthermore, persistent threats to peace and security, including conflicts, political instability and violence, challenge the stability and development of nations.

The United Nations remains the cornerstone of the global multilateral system, tasked with addressing complex global issues through collective action. However, the UN faces significant challenges in fulfilling its mandate effectively. These include insufficient funding, bureaucratic inefficiencies and system incoherence among its numerous agencies and programmes, lack of accountability, and limited representation of civil society and marginalized groups in decision-making processes. Additionally, geopolitical tensions and unilateral actions by Member States often undermine the UN's ability to act decisively and consistently.

Calls for UN reforms have gained momentum, with growing numbers of civil society organizations and UN Member States advocating for a more transparent, accountable, inclusive and effective United Nations, one that can better respond to contemporary and emerging challenges and deliver the global decision-making that our interdependent world requires.

UN Secretary-General António Guterres [has stated](#) that it is “reform or rupture” for the UN and US President Joe Biden [has called](#) for the UN “to become more inclusive so that it can better respond to the needs of today’s world”. They join leaders such as Ukrainian President Volodymyr Zelenskyy, Brazilian President Lula da Silva, and the Prime Minister of Barbados Mia Mottley who have respectively called for [reform of the Security Council](#), [a “comprehensive review” of the Charter](#), and [a “global reset”](#).

C4UN channels those calls for a strengthened UN into coordinated action and advocacy, building coalitions, leveraging existing networks, and sharing information to help coordinate efforts in an influential and informed way.

Our work on global governance reform is essential to creating an enabling environment for the full implementation of the 2030 Agenda, recognizing that the promise of the Sustainable Development Goals is more likely to be achieved when accompanied by a renewed commitment to international cooperation and a revitalized UN system.

Nurturing a constituency pushing for change

The recognition of the importance of global governance has only recently emerged as a priority for civil society. Therefore, while there is a growing constituency for this most important work, much more needs to develop. At present, no organization provides public information concerning UN reform explicitly, few journalists cover the UN and few international NGOs have advocacy teams in New York.

C4UN works to address this by building a constituency that pushes for UN reform, engaging in processes to strengthen the UN, and ensuring that commitments made in UN processes are implemented. Our trusted relationships span Member States, UN headquarters and more than 7,000 representatives of civil society organizations that are members of our network.

If we leave that work to governments alone, the scale of reform will remain limited. Powerful Member States will not reform global governance unless they are under sustained pressure to do so. Only with civil society engagement will the actions in the Pact for the Future, the global agreement to renew multilateralism adopted in 2024, come to life. To that end, throughout the Summit of the Future process, the co-facilitators urged civil society to continue putting pressure on Member States, recognizing that this would be essential to raise the level of ambition in the intergovernmental negotiations.

C4UN helps them to do so.

Pushing back against shrinking civic space at the UN

The United Nations is an intergovernmental organization, meaning governments set the tone and have final decision-making responsibilities. But civil society also has rights and responsibilities under the UN Charter.

At a national level, citizens' voices are included in government decision-making through their elected representatives in the Executive Branch and Parliament. At an international level, no such equivalent exists. C4UN helps fill that gap by bringing civil society voices and the needs of people into the discussions about UN reform. We transcend the dynamic of government control of UN affairs by curating inputs from civil society across sectors and systematic issues, and particularly in those regions that are most affected by UN decision-making.

Civic space at the UN continues to shrink, at a time when, ironically, new information technologies make more open, inclusive and accountable governance more possible. For example, at the preparatory discussions on the "scope and elements" of the Summit of the Future, a number of states insisted on "the intergovernmental character" of the meetings, supporting limits on involvement of civil society organizations and other stakeholders. This is a critical issue that affects prospects for successful UN outcomes.

C4UN and key CSO partners counter growing Member State efforts to restrict CSO participation in UN processes like the Summit of the Future by continually advocating - and finding opportunity - for the voices of civil society to be meaningfully heard.

For example, better integrating regional and local perspectives in the UN's work is a longstanding reform imperative. This cannot happen without intentional, proactive and tailored outreach to civil society around the world.

By mobilizing and coordinating a broad coalition of civil society organizations, C4UN amplifies diverse voices and pushes for reforms that reflect the needs and priorities of global communities and contribute to a more just and equitable global governance system.

About C4UN

Vision: C4UN envisions an equitable, accountable, inclusive, and effective United Nations system capable of addressing the pressing challenges of our time.

Mission: C4UN mobilizes civil society organizations and multi-stakeholder coalitions in the renewal, innovation, and strengthening of the United Nations system.

We **measure success** of this work through:

- The number of small civil society organizations that we empower to be able to engage in global governance reform at the UN level

- The degree to which civil society perspectives shape UN and government outcomes
- Our ability to shape the broader political discourse about the need for global governance form
- The level of ambition of / focus on global governance reform in the international community

Theory of Change: The future of the UN rests officially with the Member States. But “We the Peoples” have a critical role to play as well. The active involvement of organized civil society has been a critical and necessary element in many of the progressive achievements at the United Nations – from the successful “world conferences” of the 1990s to numerous legal and normative innovations to the development of the Sustainable Development Goals and the role of civil society lobbying leading to the establishment of the International Criminal Court, independent of the UN Security Council’s control.

This will continue to be the case: organized civil society will play an important and necessary role in driving progressive change in the years ahead - *especially* when the political environment is more polarized and/or when world leaders turn inward.

So how do C4UN’s activities contribute to an equitable, accountable, inclusive, and effective United Nations capable of addressing the pressing challenges of our time?

In short, civil society engagement leads to better outcomes.

- By helping diverse groups - such as persons with disabilities, youth, older persons, indigenous populations, local authorities - navigate the UN, we increase their chances of shaping policies and decisions that impact their communities, thus contributing to a **more inclusive and democratic global governance system.**
- By exposing the UN to civil society perspectives, we defend the common interest, leading to **decisions that are more effective in addressing people’s needs.**
- The inclusion of civil society in international processes leads to greater ownership and engagement - the articulation of the Sustainable Development Goals is a prime example. Arguably, the greater inclusion of civil society in the negotiations for the Pact for the Future would have led to more ambitious outcomes. By involving civil society in shining a light on key global governance reforms needed, we **raise the level of ambition in processes to strengthen**

the UN.

- By building relationships with - and buy-in from - Member States, the UN Secretariat and the media, and promoting awareness among publics of the need for enhanced international cooperation, we keep up the pressure for change and hold UN Member States accountable for lack of action, **making the UN more responsive and answerable to the people it serves.**
- By facilitating the action of civil society organizations at the global and regional levels, we contribute to creating more **people-centered multilateralism.**

Overall, by making the UN's activities more transparent and accessible to civil society, bringing citizens' concerns to bear in UN decision making, and creating a constituency that is engaged in UN reform, **C4UN is democratizing global governance.**

How we deliver on our mission: We deliver on our mission in four ways, each explained in more detail below:

1. We educate and empower civil society organizations (CSOs) to engage in UN processes linked to global governance through knowledge production, capacity building, and strategic guidance

We help civil society better understand and access the UN by tracking relevant UN proceedings for civil society audiences and helping global CSOs navigate opportunities to input into UN processes in places like New York and Geneva. C4UN serves as civil society's guide to strategically understanding how to engage the UN system on questions of global governance reform. For those UN reform campaigns that don't have a presence in New York, C4UN makes available its New York-based team and networks: our representatives go to meetings with diplomats and convene New York civil society organizations on their behalf. Interestingly, obstacles that are put up in front of activists in a national context are often easily surmounted when they are facilitated to show up in New York.

"In the lead-up to the Summit of the Future, we didn't understand what was going on. Even the UN didn't understand what was going on. But sometimes it felt like C4UN understood what was going on. That needs to continue. It's an honest plea from many of us. You play a major role in putting information out there. I appreciate that."

- André du Plessis, United Nations Program Director, Outright International (LGBTI rights organization)

"The C4UN Information Clearinghouse breaks apart the information jungle around these processes and makes clear how civil society can engage. They provide a place where civil

society organizations can go and understand these processes and gain connections within the UN system.”

- Anja Olin-Pape, Head of Multilateral Strategies, Global Challenges Foundation

“The Information Clearinghouse was so important – it was super, even for us to capture our own meetings! The summaries were helpful for Member States, for capitals. For small missions especially, [the Summit of the Future negotiations were] hard to follow.”

- Cornelia Jarasch, Summit of the Future focal point, German mission to the UN in New York

“There are specialized or small civil society organizations who do not know how to engage with processes like the Summit of the Future. It is assumed that everyone knows the lingo and jargon. But no one has the capacity to organize all the different processes and events and digest the huge volume of information. I was at the [UN civil society] Nairobi conference, completely confused. And then I went to C4UN’s event, where you demystified the whole thing, and provided a background document that explained everything. It may seem like not much, but it’s so incredibly helpful.”

- Anna Marry, Senior External Affairs Advisor, Brooke (animal welfare organization)

2. We share civil society perspectives with the UN and its Member States by consulting, convening and collaborating

We convene strategic dialogues among CSO and Member State partners on various issues linked to global governance reform. In so doing, we help the UN access a broad range of civil society perspectives, amplifying the voices of civil society on how to strengthen the UN and widening the base of CSO interest in these issues. C4UN has convened dozens of online regional and thematic meetings, meaningfully engaging small NGOs who would otherwise not be included in these processes. And we help like-minded NGOs connect to each other, breaking silos and strengthening existing platforms across issues to unite all those working to improve global governance.

“They genuinely bring diversity and reach out to a huge range of NGOs – in a way that so many say they convene and they don’t. These folks do.”

- Natalie Samarasinghe, former Director of Advocacy, Open Society Foundations

3. We shine a light on key global governance reforms needed through advocacy and the exchange of information

We advocate for reforms that reflect the needs and priorities of global and local communities. We provide a coordinated voice, galvanizing the support of members of our vast network. For example, more than 1600 civil society organizations participated in developing the People’s Pact for the Future, a package of reform recommendations

coordinated and assembled by C4UN. By securing endorsements for the campaigns of others, and amplifying their reach, we build momentum for reforms. The ability to mobilize the voices of former heads of government and other highly respected public figures - through the Club de Madrid, GWL and others - allows C4UN to ensure the highest political leverage of the processes like the Summit of the Future at national capitals.

“The People’s Pact provides an example of what is possible and a reference point for organizations around the world seeking a benchmark for a more ambitious reform agenda for the UN.”

- Anselmo Lee, Asia-Pacific Forum for Sustainable Development

4. We create an enabling environment for change by socializing the need for global governance reform, and the importance of civil society inclusion, with Member States, the UN Secretariat, the media and ultimately the public

Governance is typically understood to be about accountability, oversight, elections, and a democratic process – but *global* governance is much less clear. We build understanding of - and buy-in for - global governance reform as a solution to the problems the world faces, together with a better understanding of civil society’s role in that reform. We build relationships with the media, getting the journalists to take an interest in global governance issues. In so doing, we help shape and evolve the political discourse, helping politicians and their constituents wake up to the importance of global governance for overcoming the inequities in our world. We also push for expanded opportunities for civil society participation in UN processes and build relationships with Member States to help achieve our goals.

What makes C4UN unique

Civil society is our constituency: Unlike other groups who work on global governance reform, we have no particular regional or institutional affiliation and represent more than just our own views. We are answerable to our members.

Our membership is truly global: C4UN reaches and maintains a vast network of like-minded organizations that engage directly in UN processes and influence the future of global governance. Our strength lies in our extensive network, which includes trusted relationships with Member States at UN headquarters in New York, alongside over 7,000 representatives of civil society organizations, women’s rights groups, transnational networks and others, including those active in the context of UN regional

forums. This network spans from Latin America to Asia, and from Africa to the Middle East, ensuring that C4UN brings a truly global perspective to the table. C4UN has also cultivated working relationships with networks such as United Cities and Local Governments that bring sub-national perspectives to UN deliberations and implement UN goals locally. No other network focuses on UN reform and reaches such a diverse constituency and vast swathe of civil society.

We have a cross-cutting, institutional reform focus: C4UN fills a very specific niche at the institutional and normative decision-making level internationally. While civil society organizations and networks are active across many diverse areas of the UN's three pillars (peace and security, sustainable development and human rights), no other network brings together those seeking to strengthen the UN system holistically. The conversation around global governance reform is often a la carte. We can't all be experts in everything; thus specialized advocacy networks focus on key areas such as financing for development, humanitarian response, peacebuilding, SDGs, etc. C4UN sits at that nexus, as a hub for sharing information and strategies for UN reform across sectors.

We understand the importance of process: Process affects outcomes. But very few people focus on the process. We do. We understand UN modalities and make them accessible to others, making meaningful participation possible.

"Not many organizations appreciate the process side of global governance. They are real process people – and very few people are."

- Natalie Samarasinghe, former Director of Advocacy, Open Society Foundations

We take a collaborative and inclusive approach: We facilitate collaborative methods that are representative, gender equitable and inclusive, encompassing diverse groups such as persons with disabilities, youth, older persons, indigenous populations, local authorities, and others. We bring together organizations working in the global governance space to encourage collaboration and coordination, reducing overlap between actors and allowing us to be more than the sum of our parts.

Our roots

Previously known as *the UN 2020 Campaign*, C4UN was launched in 2017 at a time when nationalism was on the rise and multilateralism was increasingly called into question by powerful governments. The campaign focused on using the UN's 75th anniversary as an opportunity to take stock and strengthen the world body and international cooperation.

Our advocacy at that time led to operative language in the UN75 Declaration that resulted in the UN Secretary-General's *Our Common Agenda* report, which in turn led to the General Assembly's decisions to host the 2024 UN Summit of the Future.

In the lead-up to the Summit, we played a key role in mobilizing and engaging civil society in a conversation about the global governance we need.

Since then, we have evolved from a volunteer movement into an organization with a small secretariat servicing an ever-growing group of members engaged in UN reform issues.

Our track record

Empowering CSOs to navigate UN global governance processes:

- **C4UN's Information Clearinghouse (ICH) project** monitored and objectively presented the latest developments related to the UN Summit of the Future. ICH Bulletins summarized key developments and provided timely reporting, thereby helping to increase interest in the process among many stakeholder constituencies. We monitored and reported regularly on the state of play regarding the SOTF negotiations and published a weekly mailer keeping civil society organizations and other stakeholders up to date on related developments.

"I've been very impressed with this work on comparing changes between the different versions [of the Pact for the Future]! Really terrific work."

- **Henk-Jan Brinkman**, Permanent Observer of the International Development Law Organization to the United Nations in New York

- C4UN co-sponsored a **Road to the Summit discussion series** that brought together civil society, Member State representatives and UN Secretariat officials for 16 monthly off-the-record dialogues during the Pact for the Future negotiations.

"The meetings organized by civil society with Member States were very helpful and added important perspectives to the more formal consultations organized by the co-facilitators. These gatherings were focused and brought certain topics more clearly to the awareness of Member States. These interactions ultimately contributed to shaping the focus and the ambition of the Pact."

- **Cornelia Jarasch**, Summit of the Future focal point at the German mission to the UN in New York, which was a co-facilitator to the negotiations

- C4UN helped civil society organizations around the world participate in a number of **online consultations with the Summit of the Future co-facilitators**. This participation helped open the door for further advocacy opportunities, resulting in positive changes in the Pact's final text, including increased mention of children, persons with disabilities, and other markers of diversity and inclusion.

Sharing civil society perspectives with the UN:

- In March 2023, C4UN organized the **Global Futures Forum** in New York, bringing CSOs from around the world into conversation with Member States, the UN Secretariat, the UN Secretary General's High-Level Advisory Board on Effective Multilateralism and other key stakeholders to discuss preparations for the Summit of the Future. The Forum involved extensive preparatory thematic and regional meetings and led to recognition of C4UN by international civil society as the leading organizing and convening entity for the various strands of preparations for the Summit. Among the outputs from the GFF was the People's Pact for the Future (more on this below). Planning and preparation of the Forum established a growing civil society constituency for a robust and meaningful Summit of the Future. The success of the GFF led to interest on the part of the UN Secretariat and key UN Member States in a larger global civil society conference, which ultimately became the UN Civil Society Conference in Nairobi in May 2024, for which C4UN was a key organizing partner.

Advocating for key global governance reforms:

- **UN75 Declaration:** C4UN's advocacy in advance of the UN's 75th anniversary contributed significantly to the UN75 Declaration in 2020 that mandated the Secretary-General's *Our Common Agenda* report in 2021. By engaging then President of the General Assembly Maria Fernanda Espinosa in the idea of a mandate for a substantive 75th anniversary process, the *Our Common Agenda* report was born. This in turn led to the decision to hold a UN Summit of the Future, the first major UN summit focused on global governance reform since the 2005 World Summit.
- The C4UN-led **People's Pact for the Future** brought together the policy contributions and deliberations of more than 1600 civil society organizations into a single advocacy document that will have continued relevance in the years ahead. It represents the culmination of nearly two years of work to articulate a set of recommendations, based on numerous civil society-led online, regional,

and global consultations to determine what participants agreed is necessary for the UN to meet the needs of humanity and the planet today. Shared with Member States, it helped raise the profile of these issues on the policy agenda; and as a result of our support, many of the ideas in the People's Pact were then shared with co-facilitators of the Summit in the civil society dialogues that were part of the Summit's preparatory process. Many governments at the UN are required to consult civil society. The People's Pact for the Future provided the clearest and most comprehensive information for UN and Member State officials looking for answers to questions about 'What does civil society want?'

- **2024 Open Letter:** An open letter released in July 2024 brought together international leaders, including former heads of state, ministers of government, and leaders of intergovernmental and civil society organizations, to call for effective follow up and implementation of the UN Pact for the Future. The Pact now calls for “a review Summit in 2028 at the level of Heads of State during the 83rd session of the UN General Assembly”. Similar open letters featuring well-recognized opinion leaders were released by C4UN in 2023 (on the Pact for the Future negotiations) and 2020 (at the time of the UN75 Declaration negotiations).
- **The 2022 Feminist Framework** for the Secretary-General's report, *Our Common Agenda*, produced in collaboration with C4UN partners including GWL Voices, provided a collection of essays on ways to capitalize on the Summit of the Future opportunities to build a more gender-just UN system.

“You can be very sure that you have had an influence. You are keeping governments very well aware of the expectations people have of them. And already your activism has held them accountable.”

- Ambassador Paula Narvaez, Permanent Representative of Chile to the UN in New York

Creating an enabling environment for change:

- **UN 2024 Civil Society Conference in Nairobi:** C4UN played a critical role in the organization, outreach, program and agenda development for the 2024 UN Civil Society Conference in Nairobi in May 2024. As a principal co-host of the conference, we partnered with the Department of Global Communications, the Global NGO Executive Committee (GNEC), the Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations (CoNGO), and the High-Level Political Forum Major Groups and other

Stakeholders (MGoS) Coordination Mechanism. Held in Africa for the first time in 70 years, the conference attracted over 2,200 organizations, mostly from the Global South (including representatives from C4UN-sponsored regional preparatory processes); UN officials (including Secretary-General Guterres and his Summit preparations team); over 40 ambassadors (including the six co-facilitators for the three main SOTF negotiation processes), as well as Kenyan President William Ruto. It helped raise ambition for the Summit's outcomes by sending a clear message that civil society demanded more from governments. In the wake of the conference, the second draft of the Pact for the Future went much further in its commitments in each of the five chapters. The conference made it impossible for Member States to ignore the views of civil society and play down the Summit. In addition to influencing ongoing Pact for the Future negotiations, the Nairobi conference led to the creation of over 20 "ImPact Coalitions" (more on these below). C4UN's ability to help lead the organization of a globally representative conference of this magnitude at short notice further solidified the Coalition's standing in the CSO community, and C4UN Steering Committee member Nudhara Yusuf's nomination as Co-Chair of the conference also brought major visibility to the Coalition.

"From the beginning, it was the UN Secretary-General's express commitment to make the Summit of the Future an inclusive process. I think we upheld that commitment thanks to the Nairobi Conference and all of the events that you and the coalition have helped us take part in.... The Coalition has probably taken us a step forward in creating the UN we want and we need."

- Guy Ryder, United Nations Under-Secretary-General for Policy

- **Media and Information Service:** At the Summit of the Future, C4UN organized a media and information service, making it easier for journalists to navigate the Summit. It incentivized journalists from the Global South in particular to report on global governance reform and its importance in solving the problems the world faces today and ensured that journalists could access diverse and independent perspectives and analysis from civil society experts on the outcomes of the Summit. As a result, over 40 independently generated news stories and op-eds were generated.

"If there is no social ownership, monitoring and accountability will not happen."

- Maria Fernanda Espinoasa, former president of the UN General Assembly

Our 2025-2028 Strategy

The Summit of the Future is not the end of the road - in many ways, it's just the beginning.

The post-Summit of the Future era is a new phase for C4UN's work - one in which we can build on the momentum we have created in the lead-up to the Summit to leverage the global UN reform constituency we have helped create.

Some 10,000 people attended the September 2024 Summit of the Future "Action Days" for civil society ahead of the Summit. This demonstrates the enthusiasm of this new constituency that has been created to push for UN reform.

Following the Summit, sustained civil society engagement will be essential to ensure effective, results-oriented follow up to the commitments outlined in the Pact for the Future and to advocate for more ambitious and fundamental global governance reforms than the Summit was able to deliver.

This strategy is focused on **leveraging and strengthening the constituency** that now exists to **sustain and accelerate the push** towards revitalized global governance in the years to come.

The following **strategic priorities** will shape our work in the next four years:

1. Strategic Priority #1: Making the UN Pact for the Future count

After more than two years of preparations, five revisions and countless hours of diplomatic energy, the UN Summit of the Future produced a set of commitments, known as the Pact for the Future, that are underwhelming to many, because they appear to do little more than reinforce existing commitments, with few meaningful changes to address the UN's structural weaknesses.

While it is easy to dismiss moments like the Summit of the Future as lacking in ambition, in fact, these opportunities are what we make of them. Historical achievements like the Sustainable Development Goals, the Biodiversity Treaty and the Responsibility to Protect emerged from similarly lackluster outcomes of summits, but were smartly leveraged by civil society – who continued highlighting opportunities and elevating and reinforcing these concepts until they became mainstreamed. So in many ways, the most strategic and consequential moments are those that will follow the Summit, and it will be important that we ensure that broad and representative voices of civil society are part of that follow-up process.

Otherwise, there is a real risk that the diplomatic community will turn the page and move on.

"It is not by accident that the Pact has been framed in terms of areas of action. I would underline the word action, but adopting a document is not an action in itself—it's a commitment to action. Therefore, the success of the Summit would be difficult to evaluate more than provisionally as the gavel comes down at the end. I believe we should revisit this conversation one year on to assess the extent to which it has influenced the behavior of Member States... This Summit will not be defined by what happens on 22-23 September. It will be defined by what comes after – how we build on the outcome."

- Guy Ryder, UN Under-Secretary-General for Policy

"The Digital Compact is a starting point. It may have more or less impact depending on whether states and civil society and the tech industry pick it up and put more flesh on the bones."

- Richard Gowan, UN Director, International Crisis Group

"The road to hell is paved with good intentions. To avoid that the Summit and the Pact for the Future become just another example of good intentions, we need a strong follow-up and accountability mechanism, not just among Member States but between state institutions and their citizens. For that, the role of civil society and think tanks are crucial."

- Carmen Sanguinetti, Uruguayan Senator

"When we talk about a Summit of the Future and a Pact for the Future, who is the future? It includes all of us and those who come after - so this accountability is up to us."

- Anne-Marie Slaughter, Member, UN Secretary-General's High-Level Advisory Board on Effective Multilateralism

During the 83rd session of the General Assembly, Member States will convene at a head-of-state level to review the overall implementation of the Pact for the Future. By supporting the monitoring and implementation of the Pact and its Annexes, we will ensure that the Pact does not become a mere declaration of intent but a living framework that drives concrete deliverables and real change. This will be instrumental in maintaining momentum, fostering collaboration, and ensuring that the commitments made at the Summit are achieved. Many of the Pact's actions directly contribute to the achievement of the Sustainable Development Goals; thus making the most of the Pact also ensures that it serves as a catalyst for accelerating progress towards the 2030 Agenda.

C4UN will make the Pact for the Future count in the following ways:

Mapping relevant actors and opportunities around the Pact's actions: The Pact includes 56 actions and commitment areas. We will create a dashboard that maps which civil society organizations and ImPact Coalitions are working in each area, which Member States are championing the issue, which UN processes it feeds into and which

UN committees it pertains to - to help those working on the issues connect with others and identify channels to further their goals.

Holding Member States accountable through a civil-society led monitoring

mechanism: Using this dashboard, we will assemble information generated by others tracking progress towards the Pact's commitments, helping to hold UN Member States accountable for the commitments they made. Tapping into our extensive network, we will curate and collate analysis by experts and civil society organizations in each of the chapters' themes into a central framework that monitors progress (or lack thereof) towards these commitments. We will coordinate an Advisory Group with expertise in the Pact's themes as well as in monitoring methodologies, and coordinate the publication of an annual report sharing civil society's independent view on the Pact's implementation. This will build on the work done by C4UN's Information Clearinghouse in the lead-up to the Summit, while tapping into the specific areas of expertise of our members. A crucially important advocacy activity will be C4UN's work to ensure an effective and robust UN "modalities resolution" that will structure preparations for the 2028 Heads of State review conference.

Mobilizing civil society to advance the Pact's fulfillment in other multilateral

processes: C4UN will mobilize civil society around key commitments in the Pact, and identify how they can be reinforced and furthered. We will encourage civil society partners to be strategic in identifying those opportunities that we can meaningfully build on and that can engage a wider constituency. We will convene partners from around the world to strategize around which of the actions can be advanced in other processes (High-Level Political Forum, Financing for Development Conference, G20, World Summit for Social Development, AU Summits, etc) and mobilize civil society to advocate for references to the Pact and its commitments in those fora - to ensure that the Pact is not forgotten and that future processes build on it. We will share relevant information and updates regarding these processes to help civil society identify entry points for advocacy and opportunities for engagement.

Advocating for the Pact's importance: When governments reference the Pact in outcome documents and other statements from multilateral fora, they also reinforce its importance as an agreed framework for the necessary work of strengthening the multilateral system. We will make connections between the Pact for the Future as a benchmark document and other multilateral processes (at the UN and beyond, eg. the G20), including via regular bulletins reporting on developments vis-a-vis the Pact and curated debriefs from C4UN members on wins/losses in other processes.

Incorporating civil society's views on how commitments should be implemented:

Many elements of the Pact call on the Secretary-General or other bodies to provide recommendations or reports on the way forward (eg. on the future of UN peace operations, indicators of development that go beyond GDP, and UN engagement with local and regional authorities). There are several other concrete areas where the Pact mandates further progress on reform and revitalization of key organs and processes of the United Nations, for example: the revitalization of the General Assembly, a 4th UN Special Session on Disarmament, the revitalisation of the Commission on the Status of Women, the reform of the UN Security Council, accelerating the SDGs and advancing Sustainable Development beyond 2030 in the preparations for the 2027 SDG Summit, and strengthening options for global governance of the environment. Many of these would benefit from civil society engagement and input. Thus, we will convene relevant civil society groups within our network for their input, and help channel that feedback to the Executive Office of the UN Secretary-General or other relevant actors and deliberative processes. In so doing, C4UN can ensure that the implementation of the Pact remains an inclusive process, consistently bringing a rights-based and people-centered frame to these reform conversations.

“The idea of a New Agenda for Peace is embedded in the Pact – but what does that mean? Civil society needs to shape this discussion.”

- Ambassador Burhan Gafoor, Permanent Representative of the Republic of Singapore to the UN in New York

Supporting advocacy at the national level: We will lean into our strength in regional and national consultations to raise awareness locally of the Pact for the Future and support southern CSOs, in particular, in translating the Pact's goals into advocacy messages that are appropriate at the national level. Given the diverse and regionally dispersed make-up of C4UN's membership, we can support regional civil society in demanding action from their governments on commitments they made, thus bringing the Pact to life in the regions, increasing the likelihood of implementation.

Supporting ImPact Coalitions: Drawing on our diverse, overarching umbrella coalition structure, expertise, and track-record in the global governance innovation space, C4UN will act as a Secretariat for the Impact Coalitions created in the lead-up to the Summit of the Future¹, to support their full realization, fostering collaboration and co-creation of innovative solutions. We will share information about their activities, help them coordinate amongst themselves, amplify their advocacy and help connect them both to Member States committed to championing specific reforms and proposals and to other

¹ Formed during the UN Civil Society Conference in Nairobi, ImPact Coalitions create networks that bring together Member States, UN entities and civil society to champion specific global governance reforms. They seek to augment, strengthen and complement multilateral processes underway, building on past successes by smart coalitions of NGOs and Member States, such as the International Campaign to Ban Landmines and the Coalition for the International Criminal Court, which have proven a powerful tool for change.

key stakeholders, including other civil society-led structures within the UN community. We will help the ImPact Coalitions identify opportunities to have their voices heard in UN processes, and give those with no presence in New York a window into developments of relevance to their areas of focus.

"None of us are based in New York. It's hard to know entry points, key events, where we can have impact, what is a priority."

- Nadia Rafif, Health ImPact Coalition

In so doing, we hope to support the ImPact Coalitions in becoming a powerful means to reinforce global governance reform. Down the road, we may also consider hosting a pooled fund to support the ImPact Coalitions access funding.

C4UN will actively support those ImPact Coalitions most closely connected with global governance reform. They include the Impact Coalitions on:

- Artificial Intelligence and Cybertech Governance
- Digital Governance and Eliminating Digital Divides
- Earth Governance
- Financing for Development and International Financial Architecture Reform
- Inclusive Global Governance
- International Anti-Corruption Court
- Just Institutions and the International Court of Justice
- Peacebuilding and the 2025 Peacebuilding Architecture Review
- UN Charter Reform

"Your new ImPact Coalitions promise a new era of engagement. These models of collaboration span ages, regions and sectors - and focus civil society's energy and expertise for maximum impact on the challenges we face."

- António Guterres, United Nations Secretary-General

Activities / Outputs in 2025:

- Producing a dashboard mapping of which civil society actors and Member States are champions for key actions in the Pact and opportunities to advance those actions in upcoming UN and other processes
- Developing, in coordination with the Office of the UN Secretary-General and other civil society organizations and think tanks engaged in Summit monitoring/accountability work, a collaborative framework for tracking commitments, which determines which commitments are quantifiable and worth measuring and defines what implementation could look like; gathering input from thematic experts and regional partners, regularly publishing updates, and disseminating the results through public events and private briefings

- Publishing an annual progress report, sharing civil society's views on Pact implementation
- Co-creating a strategy with civil society on how to move their priorities from the Pact forward - both at national and international levels
- Publishing formal contributions for - and organizing side events at - upcoming UN processes (eg. World Social Summit, Financing for Development Conference, etc), identifying how those processes can help advance the commitments in the Pact and vice-versa
- Convening civil society to generate recommendations that contribute directly to those actions where the Secretary-General is asked to provide reports or recommendations and disseminating the recommendations of global civil society to decision-makers at the UN - particularly the office of the SG - and among Member States, in briefings, bilateral meetings and public events
- Engaging candidates for UN Secretary General around implementation of civil society priorities in the Pact, as well as the ideas that have emerged from civil society through the [People's Pact](#) and the Impact Coalitions
- Building out our support for ImPact Coalitions, including by:
 - Mapping Member State interests and facilitating strategic discussions between Impact Coalitions and Member States to build buy-in and lift up the ICs
 - Identifying opportunities for ICs to advance their work through joint events, working with member state champions for their particular topics of interest, or key relationships with UN entities and other networks
 - Organizing periodic Town Halls with the ICs for engagement, community building and coordination between ICs, including thematically-focused calls
 - Providing a one-stop shop for information about key ImPact Coalitions' activities, governance, and how to get involved to increase transparency and engagement
 - Amplifying the ICs' news, impact and advocacy messages within C4UN's network and the broader public via bulletins, social media posts, a web platform as well as dedicated space in the widely read C4UN newsletter
 - Helping ICs navigate UN reform processes, including through regular monitoring and updates about relevant developments concerning Pact for the Future, Global Digital Compact, Declaration on Future Generations, New Agenda for Peace implementation and related UN policy-making processes; and support in participating in UN events

Indicators of success in 2025:

- A dashboard mapping Pact follow-up helps civil society actors engage in relevant areas
- Key priorities for civil society follow-up are identified
- The Pact of the Future and/or its commitments are referenced in other multilateral processes
- An initial Pact implementation progress report signals to member states civil society's expectations vis-a-vis follow-up
- A critical mass of ImPact Coalitions continue to exist after the Summit of the Future, and have greater impact as a result of C4UN's support

Indicators of success in 2028:

- Pressure mounts on Member States to live up to their commitments
- Intergovernmental preparations for the 2028 High-level Review Summit take stock, in a clear, measurable way of concrete steps by governments to implement Pact commitments and consider additional follow on measures that are likely to be needed
- The UN-driven Summit of the Future review process is informed by a comprehensive civil-society driven assessment of the Pact
- The recommendations of global civil society inform the UN Secretary-General's recommendations and other UN decisions, shaping future directions of reform.

Strategic Priority #2: Strengthening the constituency for global governance reform

Current polarization and geopolitical divides make consensus and agreement more elusive. If, in this context, governments are not able to act at the level needed, we need to broaden the constituency of actors, from civil society, think tanks, academia and others, pressuring them to change - and empower those actors to do so.

Thus, C4UN will focus on:

Identifying civil society's priorities in global governance reform: Building on the Global Futures Forum, organized by C4UN in 2023, we will host annual futures forums, rotating between regional and global levels, to gather civil society views on global governance reform that C4UN then feeds back to the UN and member states. The focus of these fora will be determined at the regional level based on their priorities, but could include input into ongoing intergovernmental processes (eg. the Peacebuilding Architecture Review, the Financing for Development conference, the revitalization of the General Assembly, etc).

Engaging in collective advocacy: In line with our members' desire for C4UN to take a sharper political stance, we will support a range of impact-focused, issue-based advocacy campaigns that are in line with our mission and continue to raise the level of ambition around global governance reforms in the years to come. These could include issues linked to key Pact for the Future commitments (such as, Security Council reform, CSW revitalization, strengthening the Human Rights Council, coherence among UN regional Sustainable Development Commissions, the role of the UN in reform of International Financial Architecture, the revitalization of the General Assembly), as well as issues that go beyond the Pact (such as UN Charter Reform, the campaigns for a more transparent and inclusive selection process for the next UN Secretary-General, and proposals included in the [People's Pact for the Future](#)).

Bringing social movements and issue activists into the global governance fold: Activists working on peace, climate, human rights, economic inequality, and gender equality do not necessarily focus full time on the United Nations or global governance innovation as a vehicle to advance their causes. We will tap into these communities and provide opportunities to involve them in this work.

Mobilizing local communities and southern CSOs: Similarly, much of the conversation about global governance reform currently sits in the Global North. While we have made real strides to globalize our membership and Steering Committee, and are vastly more representative than other networks, we have ambitions to go further in extending our reach outside the New York UN bubble. We will proactively reach out to CSOs in the South to ensure their voice is part of the conversation and engage with UN Regional Commissions, UN Country Teams and UN Information Centres that can facilitate their inclusion.

Lobbying the UN to lower barriers for civil society: Our members repeatedly complain about the barriers to entry for civil society to engage in UN processes. We will work to strengthen our relationship with the UN Secretariat so as to become its recognized civil society consultation partner in the arena of UN system reform, while maintaining the ability to voice critiques. We will continue to advocate with the UN and Member States for meaningful inclusion of civil society in global governance processes and decision-making.

"We need to protect and promote and allow civil society to participate because we know it makes a difference."

- Ambassador Birgitte Nygaard Markussen, Director, Humanitarian Affairs, Civil Society and Engagement, Danish Ministry of Foreign Affairs

Following key processes: Our policy coordinators will track the work of different streams of UN reform activities, for example the ad-hoc committee on the revitalization of the General Assembly, UNGA committee sessions, and the intergovernmental negotiations on UN Security Council reform. We will analyze key developments and disseminate take-aways to help inform our constituency of the vehicles for change within the system.

Strengthening relationships with Member States: To turn our members' reform proposals into reality, we need to strengthen our relationships with Member States. Thus, we will increase our presence and outreach in various intergovernmental negotiation processes, work with mandated multi-stakeholder mechanisms, track national positions on various types of reforms, identify champion Member States and build alliances with those interested in specific reforms. We will then create links between Member States and relevant civil society organizations, becoming the go-to convenor that helps them strategize collectively on how to advance those reforms.

Raising C4UN's profile: We will host a conversation series, called *Bilateral*, in which we sit down with thinkers and leaders to discuss how we create the "UN we need", providing thought leadership that attracts new members to the Coalition.

Activities/outputs in 2025:

- Hiring advocacy and policy coordinators in New York and Geneva
- Hosting regional futures forums to articulate civil society's priorities in global governance reform, and gather input into ongoing UN reform processes
- Implementing an outreach and communications strategy and a membership plan that proactively maps and reaches out to prospective members
- Advocating with the UN to ensure civil society continues to have a place in official UN processes and is adequately supported by the UN Secretariat
- Nurturing of a WhatsApp group of more than 300 experts in global governance to maintain interest and momentum

Indicators of success in 2025:

- The regional forums send a signal to the UN of civil society's priorities
- At least six editions of the new conversation series, *Bilateral*, with leaders and thinkers, help increase C4UN's visibility
- C4UN's membership increased by at least 15%, with a focus on Southern CSOs and organizations not previously engaged in global governance reform

- C4UN has close relationships with at least one dozen Member States in different regions

Indicators of success in 2028:

- Global governance reform remains on the policy agenda
- A shift in the political discourse, reflecting an increased awareness that global governance reform is essential to addressing the challenges the world faces
- Strengthened mandated roles for civil society in a greater number of UN processes

Strategic Priority #3: Defend multilateral institutions in a world of rising authoritarianism

Attacks on the UN are likely to grow amid rising authoritarianism around the world.

As one - but perhaps the most glaring - example: a Trump presidency will likely lead to drastic US funding cuts to the UN, and the likely withdrawal from international agreements such as the Global Compact on Migration and the Paris Climate Agreement, as well as increased violations of international law, in Palestine and beyond.

There is a clear link between the shrinking of civic space, the erosion of democratic principles and the consequent decline of multilateral institutions.

The work detailed above to strengthen a vibrant community of civil society that is concerned about global governance is itself a critical part of creating resilient, convergent networks capable of pushing back in the face of powers that may wish to weaken the United Nations.

In addition, we will:

Express strong support for multilateralism: The collective advocacy with our 7,000-strong subscribers, described above, will include messages that reinforce the value of the UN, of the Paris climate agreement, of rule of law, and other core principles that underpin effective global governance. Beyond cheerleading, we will demonstrate strong support for “the system” while also calling for improvements to UN deliberative bodies, normative frameworks, implementing agencies and treaty regimes, to create the strengthened and modernized “UN we need”.

Socialize a narrative about the importance of global governance among the broader public:

We will help global citizens understand the importance of multilateralism, such that they give politicians a mandate to work better together. The job of advocates is also made easier when Member States see their issues being discussed in the media. So we will build on our inaugural media service at the Summit of the Future to nurture a group of journalists around the world, particularly in the Global South, who are committed to covering global governance issues. We will maintain a list of thematic experts, and regional focal points who can be of service to journalists covering the UN. We will strengthen our social media presence and explore messaging to help the average person understand the connection between their quality of life and global governance reform. Finally, we will work with groups like the UN Foundation to reinforce the UN's importance in the US and more broadly, including the universal values of the UN Charter.

Create alliances between key small and medium-sized states and civil society: As larger powers, like the United States, retreat from multilateralism; smaller and medium-sized states are likely to step into the void, seeing their interests better advanced through an effective UN. But many smaller states do not have sufficient resources or capacity to effectively engage. We will support those member states by providing them with our policy analysis and connecting them with relevant civil society, to advance common objectives and the need to strengthen the UN.

Advocate for revitalization of the UN General Assembly: For similar reasons, we will advocate for revitalizing and empowering the General Assembly, a forum where all the world's countries have a voice and where small/medium-sized countries in particular can have outsized influence in the current circumstances.

Activities / Outputs in 2025:

- Engaging in panel discussions at non-UN conferences (eg. film festivals) to highlight the importance of global governance among broader publics
- Producing content that makes global governance more accessible to the public, including the *UNnecessary* podcast
- Maintaining a network of journalists in the Global South committed to covering global governance issues and providing them information highlighting interesting angles and entry points for coverage of global governance
- Pursuing Op-Eds, panel discussions, advocacy meetings / briefings with Member States at the UN, Eminent Persons letters
- Supporting localized advocacy at national levels
- Identifying opportunities for small states to advance global governance priorities

Indicators of success in 2025:

- Key UN Member States with a vested interest in an effective UN step up and organize to counter the weakening of the UN system, including by offsetting financial shortfalls and by strengthening the authority of the UN General Assembly
- Elements of the UN system with discretionary public reporting and monitoring responsibilities (eg the Secretary-General and parts of the Human Rights Council system) name, shame and possibly sanction those responsible for undermining the organization and the rule of law more broadly
- National parliaments are mobilized to call out those undermining multilateralism
- Civil society organizes large collective actions (demonstrations, widely supported sign-on communiques, etc)

Indicators of success in 2028:

- A shift in the political discourse, reflecting an increased awareness that effective global governance is essential to addressing the challenges the world faces
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Strategic Priority #4: Professionalizing C4UN's operations and governance

Until now, C4UN has been a time-bound movement, focused on the 2024 UN Summit of the Future. But it has become clear that the work to reform global governance will not be over any time soon. Thus we seek to develop C4UN as a more rooted, structured institution capable of influencing change in the long-term.

We will establish the Coalition as a stand-alone organization providing a permanent platform that facilitates greater civil society engagement, particularly from the Global South, in the monitoring and decision-making of the United Nations system.

We will professionalize our governance and systems, moving from start-up to scale-up, with strong financial, governance and HR processes, making our activities more sustainable.

Long-term, this will allow C4UN to become an umbrella for campaigners on different topics, where networks that lack a New York / Geneva presence can house a part of their efforts within the C4UN administrative structure.

Areas of focus include:

Leadership transition: A gradual transition will see a new Director, with experience in building and growing a non-profit organization, take over the leadership of C4UN, working closely with the current Coordinator while bringing fresh energy and diversity.

Legal entity: We will create a 501c3 charity in the US as a dedicated legal entity for the Coalition, allowing us to attract additional funding from US foundations and individuals, set up a Board of Directors with formal governance responsibilities and hire staff on long-term employment contracts with social benefits.

Longer-term financial horizon: We will build out a longer-term financial horizon with multi-year funding and explore more diverse income options, including charging a membership fee and private sector financing.

Robust financial operations: We will establish finance and accounting systems that make it much easier to track and report on spending in a more detailed manner.

Modernized website: We will upgrade C4UN's website, making it more modern and user-friendly. Given C4UN's important role in knowledge sharing and information mapping, we will dedicate more staff time to ensuring the website is always up-to-date.

Professionalized membership management: We will enhance our ability to track our members' areas of focus, regions and needs, in order to better facilitate their work and connect them to those who wish to collaborate. We will implement a contact management tool that will allow us to better group, target and communicate with our members. We will explore options for a tiered membership system, through which we could potentially charge different levels of dues.

Properly staffed team: C4UN has until now been driven by a small group of part-time consultants and a larger team of volunteers. We will move towards a more structured and dedicated staff that are better positioned to drive forward the Coalition's goals.

Impact orientation: We will sharpen the implementation of our Theory of Change, by connecting our activities to the impact we seek to have and ensuring that our products are reaching those who need to consume them to create change.

Activities/Outputs in 2025:

- Completion of onboarding and handover to C4UN's new leadership

- Submission of all required documents for incorporation and tax exemption to the US Internal Revenue Service
- Outreach to prospective board members and agreement on new governance structure
- Recruitment of a part-time accountant and COO

Indicators of success in 2025:

- A new strategy effectively guides C4UN's work
- C4UN is established as a 501c3 charity in the United States
- The new Director builds relationships of trust with donors and partners

Indicators of success in 2028:

- C4UN has a diverse and multi-year funding portfolio and a strong, talented team
- C4UN's value continues to be recognized by a growing constituency of actors
- C4UN is able to develop a new strategy for 2029 and beyond