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Top left: Betty Wainaina, program director, presenting at the SIPRI 2024 Forum in Stockholm, Sweden. Courtesy of the Stockholm Forum on Peace and Development. **Top right:** Anoushka Sinha and Vino Lucero, Young Justice Leaders, during an interview at the CIC offices in New York, US. **Middle left:** Meeting of the Pathfinders Halving Global Violence Task Force in Durban, South Africa in November 2023. **Middle right:** Fernando Marani, program director, speaking at the Devex @ UNGA79 event in New York, US. **Bottom left:** Speakers and partners, including CIC's Laura Powers and Margaret Williams at the Pathfinders-hosted event on Voluntary National Reviews and SDG16+ during the 2024 High-level Political Forum in New York, US. **Bottom right:** Ambassador Martin Kimani, executive director, during a live recording of Foreign Policy magazine's Counterpoint podcast in New York, US.

Vision and mission

Our vision

Be a leading organization for the advancement of effective multilateral action to prevent and resolve armed conflicts and other crises, promote equitable global governance, and build peaceful, just, and inclusive societies in an era of profound global transformation.

Our mission

Inform and strengthen collaborative approaches and/or collaboration among national governments, international organizations, and the wider policy community to build trust, prevent and respond to crises—and advance peace, justice, and inclusion at all levels.

Theory of change

CIC believes multilateral action that prevents and resolves armed conflicts and crises, promotes equitable global governance and builds peaceful, just, and inclusive societies is achieved through the strategic integration of research, partnerships, advocacy, and the cultivation of solidarity and trust in an increasingly divided international community.

We act under the following assumptions:

Synergizing local, national, and international efforts

We leverage international platforms to amplify local and national actions while using successes at these levels to inform and drive global action. Our work recognizes that no single country can address global challenges alone. Therefore, we foster a dynamic interchange between local and national initiatives and international multilateral actions, building on a foundation of solidarity and mutual respect.

Driving collaborative action

We believe change is most effectively achieved through the collaboration of key decision-makers in government and multilateral organizations, combined with the catalytic influence of civil society, academia, and the private sector. Trust-building is essential to this process, as it strengthens the relationships needed to create and sustain comprehensive, impactful solutions in today's fractured multilateral environment.

Mobilizing data and evidence for action

Data and evidence are the cornerstones of our approach. We use research to build the case for change and to guide and measure the effectiveness of the solutions we've helped shape. Through transparent and evidence-based dialogue, we build trust with and encourage stakeholders to take informed actions rooted in a shared understanding of today's challenges and opportunities.

Achieving measurable outcomes

Our success is measured by the tangible changes we help realize in policy, practice, and on-the-ground impact. We set clear, actionable goals for each of our initiatives, ensuring that our efforts contribute to the advancement of peace, justice, and inclusion on a global scale. These outcomes are achieved by fostering solidarity among diverse, cross-regional stakeholders, aligning their efforts towards common goals.

Integrating functions for impactful engagement

We integrate our research, partnership, and advocacy efforts to create a unified and powerful approach to external engagement. By coordinating our activities across these functions, we ensure that our messaging is consistent, our influence is maximized, and our brand as a leader in international cooperation is fortified. Trust-building is key to this integration, ensuring all stakeholders are aligned and working together effectively.

Investing in people and knowledge

We recognize that our people are our greatest asset. We foster a culture of continuous learning, solidarity, and innovation. Additionally, we prioritize strong knowledge management and project management systems to ensure our work is efficient, impactful, and scalable.

Securing sustainable and flexible funding

We will prioritize securing sustainable and flexible funding by fostering strong relationships with key partners built on solidarity and mutual trust. To maintain our responsiveness, we will explore both traditional and innovative funding avenues, with a particular emphasis on securing core funding. This will enable us to allocate resources where they are most needed and ensure the long-term sustainability of our mission.

Solidarity and trust-building

At the heart of our theory of change is the belief that solidarity and trust are essential to navigating and bridging divides within the multilateral system. By actively fostering these values in all our interactions—whether in research collaborations or partnerships, we aim to build a more cohesive and effective international community capable of addressing the most pressing global challenges.

1. Thematic Programs

Promoting and Defending Multilateralism

The program aims to promote and defend multilateralism in the face of intensifying great power competition and confrontation. Persistent trust deficits and unmet needs that enjoy commitments on the basis of multilateral agreements are eroding the basis of united actions to respond to the major challenges. The program is structured into two primary workstreams: the “Case for Action and Solutions” and “UN-IFI Cooperation.” In collaboration with Pathfinders, a new workstream will focus on addressing threats to democracy and peace that endanger international cooperation.

Case for Action and Solutions

This workstream draws from the calendars of the United Nations (UN), international financial institutions (IFIs), G20, the Organisation for Economic Co-operation and Development (OECD), and regional bodies to identify and offer solutions that respond to the multilateral system's challenges and critical moments. With 2030 approaching, there's an urgent need to accelerate the Sustainable Development Goal (SDG) progress. CIC will engage key decision-makers across regions to foster cross-regional solidarity and address interwoven global challenges, particularly in financing for development.

In 2024–2025, CIC will closely track developments and discussions on financing for development leading up to key multilateral events. These events include:

- Summit of the Future.
- 21st IDA Replenishment.
- Fourth Conference on Financing for Development (FfD4).
- G20 ministerial meetings, and
- World Bank/International Monetary Fund (IMF) annual and spring meetings.

We will focus on multilateral development bank (MDB) reform, debt sustainability, and international tax cooperation. We will synthesize these issues and convene cross-regional discussions among member states and UN-IFI stakeholders.

CIC will continue to serve as a reliable, behind-the-scenes partner for member states leading these discussions. Our support will extend to other critical issues beyond FFD, offering discreet assistance during pivotal moments in the multilateral calendar and a space to build trust and common ground. We will collaborate with networks like the UN Africa Group, the IFIs Africa Caucus, Friends of FFD, and the relevant Summit of the Future Impact Coalitions, as well as specifically work to amplify the voices of member states and non-state actors from the Global Majority in multilateral fora.

Additionally, this workstream will focus on re-invigorating the UN as it approaches its 80th anniversary and the upcoming secretary-general election. CIC will facilitate conversations among member states and other stakeholders on reform priorities and opportunities for the next secretary-general.

UN-IFI Cooperation

This workstream will complement the “Case for Action and Solutions” by deepening engagement between UN representatives and IFI experts on financing for development. It will support UN and MDB engagement in fragile- and conflict-affected settings, focusing on regional MDBs' unique roles. CIC will provide country-level support in both prevention and politically estranged contexts, including regions like Coastal West Africa, Kenya, Mozambique, and certain Pacific Small Island Developing States.

Other areas of work

Collaborating with the Prevention Program, CIC will also contribute to discussions on prevention measurement and MDB engagement.

A new workstream—in collaboration with CIC's programs focusing on peace, justice, equality, and inclusion—will address threats to democratic governance and peace that jeopardize international cooperation. As more governments skeptical about the benefits of multilateralism come into power, particularly in Europe and North America, there is a need for concerted discourse on what international cooperation will mean for them. The US elections provide a launching pad where the space for discourse and analysis of these issues in the context of international cooperation can be advanced.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Promoting practical solutions for strengthening multilateral action.	<ul style="list-style-type: none"> • Produce at least six advance briefings to decision-makers, garnering positive feedback and broader coverage. • Convene a cross-regional group of UN member states to reflect on the UN at 80. • Organize at least one session between African UN permanent representatives (PRs) and African IFI executive directors (EDs) on FFD issues. 	<ul style="list-style-type: none"> • Produce at least six advance briefings to decision-makers, garnering positive feedback and broader coverage. • Produce a policy brief with findings and recommendations to inform the next secretary-general.
Outcome 2 Strengthened UN and IFIs approaches to fragility, conflict, and violence (FCV).	<ul style="list-style-type: none"> • Co-produce a policy brief on the measurement of prevention and engage MDBs on this topic. • Produce at least one policy brief to inform the Peacebuilding Architecture Review (PBAR). • Contribute to MDB FCV Strategy reviews taking place. 	<ul style="list-style-type: none"> • Feed into World Bank Group's consultations for new FCV strategy to be developed in 2026.
Outcome 3 Informing the dialogue on threats to democracy and international cooperation.	<ul style="list-style-type: none"> • Host at least one high-level meeting on scenarios for US elections. • Produce at least one think piece on threats to democracy and international cooperation. • Host at least one technical roundtable on threats to international cooperation in artificial intelligence (AI) and cyber technologies. 	<ul style="list-style-type: none"> • Hold at least two high-level roundtables on US and European Union (EU) positions in global action.

Prevention, Peacebuilding, and Protracted Crisis

The Prevention, Peacebuilding, and Protracted Crises Program supports efforts to prevent the outbreak of violence, build peace, strengthen the integration between humanitarian response, development assistance, and peacebuilding in protracted crises, and advance a new vision for UN peace operations. Amid declining trust in the multilateral system, the program's objectives are to provide an evidence base for improving on-the-ground responses and influence global, regional, and national policymaking. The focus will be on developing evidence-based tools and data-driven approaches for decision-makers and practitioners and supporting the 2025 Peacebuilding Architecture Review (PBAR)—building on the achievements of previous years.

Prevention and peacebuilding

We will continue to convene member states to build trust in prevention. The program will bridge the gaps between academic research, policy, and practice by developing tools to assist national actors in identifying risk and protective factors for violence, implementing successful national prevention strategies, and measuring impact.

CIC is working to develop concrete recommendations for multilateral actors and donors to support national and local actors effectively, including through PBAR negotiations. Collaboration with the Pathfinders' Grand Challenge on Halving Global Violence program will cover all forms of violence, while alignment with the Multilateral Reform program will strengthen UN and IFI efforts on upstream prevention.

Peace operations effectiveness

UN peace operations are facing a crisis of confidence, reflected in recent drawdowns and the growing trend towards UN-endorsed and mandated missions managed outside traditional UN channels, such as the Multinational Security Support Mission in Haiti. The adoption of Resolution 2719, addressing financing for African Union-led peace support operations, further emphasizes this shift.

In 2023–2024, CIC launched a project on peace operations reform to help the UN confront these challenges, evaluate the decline in confidence, and propose a new vision for UN peace operations. We will expand this work by developing policy proposals for member states and the Secretariat, focusing on planning, budget and finance, force generation, and structural reforms—placing particular emphasis on Haiti.

This effort will also seek to transform peacekeeping in response to the current challenges faced by the Security Council and the major crises impacting global stability. Our proposals will address how peace operations can better align with evolving geopolitical realities and international security threats, ensuring that they remain effective in mitigating the most urgent dangers to international peace and security.

Integration of the humanitarian response

The program will advance the operationalization of the integration of humanitarian response, development assistance, and peacebuilding by developing recommendations for humanitarian actors who operate in politically estranged settings. This workstream will be closely intertwined with the two others by

emphasizing violence sensitivity in humanitarian programming and focusing on integrated approaches in complex crisis contexts.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Strengthened operationalization of the UN prevention agenda to support national prevention efforts.	<ul style="list-style-type: none"> • Produce concrete recommendations and tools to strengthen UN support for national prevention strategies (NPS) and work with the UN to ensure uptake. • Launch an online matrix of risk and protective factors for violence—which can be used by national governments, the UN, and donor governments to assist in the design, implementation, and support of national prevention strategies. • Facilitate at least four convenings among member states and four convenings among UN staff to foster buy-in and support for an evidence-based approach to prevention. • Develop five to six evidence-based policy documents to provide recommendations for effective UN support to national prevention efforts, including through a better understanding of risk and protective factors. 	<ul style="list-style-type: none"> • Provide technical assistance to national and local actors and the United Nations on the development and implementation of NPS, including the tools developed during year 1 (i.e., matrix of risk and protective factors). • Produce recommendations on effective financing for national prevention strategies. • Develop three to four evidence-based policy documents.
Outcome 2 Strengthen localization of humanitarian assistance and links to peacebuilding.	<ul style="list-style-type: none"> • Produce in-depth study on humanitarian approaches to countries in politically estranged contexts. 	<ul style="list-style-type: none"> • Produce guidance/training for humanitarian actors and donors on effective approaches in politically estranged contexts. • Support better integration in UN policies of the recommendations on conflict sensitivity and UN integration and nexus approaches in complex crisis
Outcome 3 Progress in adapting UN peace and security efforts to meet contemporary challenges.	<ul style="list-style-type: none"> • Produce two reports outlining necessary policy, practice, and structure shifts required to implement a new vision for a modular approach to multilateral peace operations. • Provide support in follow-up to member state commitments under the peace and security chapter of the Pact for the Future. • Provide policy recommendations to member states in the context of the PBAR. • Issue a report on recommendations for the UN and other stakeholders ahead of the Haitian elections that are proposed for 2025. 	<ul style="list-style-type: none"> • Produce recommendations for a modernized approach to the UN architecture for the planning, generating, and managing uniformed personnel. • Provide support in follow-up to member state commitments under the PBAR.

Pathfinders for Peaceful, Just and Inclusive Societies

The Pathfinders program will continue working to enhance policies and practices that promote peace, justice, equality, and inclusion while highlighting how these areas are interconnected across various sectors. Through its three Grand Challenges and the SDG16+ Policy and Advocacy team, the program will drive a shift in international policymaking, prioritizing effective investments in peace, justice, and inclusion at local, national, and global levels. By focusing on initiatives that directly impact people's daily lives, Pathfinders will maintain their leadership in facilitating international and multilateral discussions that lead to the real changes people expect from their governments and institutions worldwide.

The initiatives outlined below, such as Peace in Our Cities and the Gender Equality Network for Small Arms Control (GENSAC), directly support mayors and grassroots civil society in their life-saving work. The Inequality Solutions Portal offers a growing collection of best practices and policy solutions, while the Justice Action Coalition unites a global network of stakeholders to transform how policymakers and donors approach justice. Additionally, the SDG16+ team ensures that the recommendations, partnerships, and best practices from these efforts are integrated into policymaking and advocacy in New York, Geneva, and capitals worldwide. These initiatives will be strategically leveraged on international platforms to amplify national and local successes, shape global policies, and foster dynamic collaboration between local, national, and multilateral actions.

SDG16+ Policy and Advocacy

The SDG16+ Policy and Advocacy team will drive impactful international, national, and local action to build more peaceful, just, and inclusive societies. Our strategy will actively foster trust and solidarity among stakeholders, ensuring that solutions are supported by broad-based cooperation across regions. We will intensify member state and partner engagement, strengthen collaboration between the Grand Challenges, and advance policy action that leverages SDG16+ interlinkages across development priorities, using improved data and communication to shape outcomes. We will mobilize data and evidence proactively, ensuring that policy recommendations are grounded in rigorous research boosting trust in our solutions.

To this end, we will further develop and amplify three interlinked narratives: the complementarity and coherence among the Grand Challenges, the cross-cutting and enabling role of SDG16 within the 2030 Agenda, and the critical relevance of SDG16+ to sustainable solutions for both current and future global crises. We will build on the progress in unpacking SDG16+ and scale its implementation by mainstreaming it with large development organizations and partners. At the same

time, we will actively engage in global events and processes, weaving a "golden thread" between past and future milestones, reinforcing the central importance of SDG16+ in multilateralism and the global development agenda.

As we enter the second half of the 2030 agenda, we will establish clear, measurable goals to track our progress and demonstrate tangible impact in line with our commitment to transparency and outcome-driven work. To maximize our influence, we will seamlessly integrate efforts across the Grand Challenges and SDG16+ teams, ensuring our messaging and activities are aligned for a unified and compelling approach to external engagement.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
<p>Outcome 1</p> <p>Support government and partner commitment and action; deepen SDG16+ narratives and politically viable policy guidance, inform replication and speak to domestic constituencies across regions, and amplify the need for SDG16+ amidst profound global transformation.</p>	<p>Membership and Voice</p> <ul style="list-style-type: none"> ● Hold 30+ informal bilaterals with member states, including SIDS, to deepen ownership of Pathfinders and SDG16+ as key to navigating crises (domestic and international). ● Facilitate three to four meetings with permanent and deputy permanent representatives for cross-regional SDG16+ dialogue and action in multilateral processes (e.g., the Pact for the Future follow-up, FFD, HLPF, and World Social Summit). ● Facilitate one to two expert meetings on SDG16+ input, follow-up, and recommendations for the above processes. ● Draft and circulate one to two high-level statements, amplifying cross-regional support for SDG16+ amidst divides. ● Convene four events/dialogues with Pathfinders member states and partners—including the Global SDG16+ Coalition—on SDG16+ action and interlinkages (e.g., conversation on Voluntary National Reviews at the High-level Political Forum, synergies with other agendas, or the African Union Agenda 2063, and relevance to current and future crises). ● Develop one new partnership. ● Increase engagement with businesses and philanthropies, securing one new partnership or funding stream by 2026. ● Publish one blog or thought piece on SDG16+ policies, analyzing trade-offs in a geopolitical context to influence ongoing reform processes. 	<p>Membership and Voice</p> <ul style="list-style-type: none"> ● Maintain bilaterals and increase membership, focusing on SIDS, by at least one member state. ● Facilitate three to four meetings with permanent and deputy permanent representatives, further supporting the narratives above as linked to relevant ongoing processes and further weaving the "golden thread." ● Hold two to three expert/technical level meetings in support of the above. ● Draft and circulate one to two high-level statements, including in anticipation of the 2027 SDG Summit. ● Convene four events/dialogues with member states and partners, with a continued focus on broadening audience and buy-in. ● Deepen new relationships through one joint event, including with business or philanthropy (e.g., on the value of applying an SDG16 lens to green transitions). ● One blog or thought piece reflective on SDG16+ and the rapidly evolving status quo. <p>Grand Challenge engagement</p> <ul style="list-style-type: none"> ● Provide support and coordination linked to global and regional moments and milestones. ● Provide input for one to two cross-Pathfinders publications or thought pieces, leveraging expertise and collaboration. ● Continue to build out linkages between the Grand Challenges

	<p>Grand Challenge engagement</p> <ul style="list-style-type: none"> • Provide overarching SDG16+ support and coordination linked to leveraging global and regional moments for national/local change. • Support two to three events featuring research and findings from the Grand Challenges. • Provide input for one to two cross-Pathfinders publications or thought pieces, leveraging expertise and collaboration. • Support cross-Pathfinders policy discussions through one to two joint events or meetings at national or local levels. 	<p>and other SDGs and development priorities, with SDG16+ pillars central to development.</p> <ul style="list-style-type: none"> • Support two exploratory meetings between Pathfinders teams and multilateral/ regional bodies for potential partnerships. • Support cross-Pathfinders policy discussions through one to two joint events or meetings at national or local levels, GC dependent.
<p>Outcome 2</p> <p>Support SDG16+ inclusion in future development agenda discussions and its mainstreaming of large multilateral agencies (e.g., UNDP, OHCHR, or OECD), civil society networks and operational NGOs, and /or academic institutions.</p>	<ul style="list-style-type: none"> • Organize at least two meetings with agencies or networks on mainstreaming SDG16+ in partner priorities, strategies, and/or campaigns with demonstrable influence. • Collaborate with the front office and partners to position SDG16+ as critical for navigating an evolving global order. 	<ul style="list-style-type: none"> • SDG16+ policies and approaches integrated in one to two policy documents in 2025–2026. • Convening and support of Pathfinders member states and partners on integrating SDG16 principles in any development agenda, with possibility of 2027 statement on the same. • Produce a white paper, with partners, on the centrality of SDG16 pillars for any global development agenda, grounded in domestic shifts and geopolitical dynamics, including possibly around AI and global governance.
<p>Outcome 3</p> <p>Support internal organization and consolidation of messaging.</p>	<ul style="list-style-type: none"> • Revise and distribute a Pathfinders brochure to 100+ stakeholders, ensuring a consistent and clear message on SDG16+. • Collaborate with the Grand Challenges and the communications team to align materials for external consumption (fact sheets). • Support the take-up of Salesforce or another customer relationship management system, with each team being responsible for its contact list maintenance and integration. 	<ul style="list-style-type: none"> • Continued support of the internal organization, with ownership transferred to teams by 2025. • Funding dependent, explore and/or draft terms of reference on co-creation of knowledge management system for applied SDG16+ policies with partners.

Pathfinders: Grand Challenge on Justice

Following the publication of the landmark “[Justice for All](#)” flagship report in 2019, the Justice program is implementing the action agenda, successfully building collaborative partnerships and convening key stakeholders to strengthen the global and regional movement for people-centered justice. Today, over 60 countries endorse these principles. The program unites leading justice organizations through initiatives like justice partner calls, the [Justice for Women](#) working group, the [Justice for Displaced Populations](#) informal working group, and the [Ibero-American Alliance for Justice](#).

We will continue supporting the Justice Action Coalition (JAC) by developing proprietary tools, platforms, and processes that deliver measurable impact, and practice-enhancing knowledge. This work will also provide cost savings and returns on investment to the coalitions, organizations, and local and national governments delivering justice. As the head of the co-secretariat to the Justice Action Coalition—a high-ambition coalition of countries and organizations dedicated to closing the justice gap—the program has facilitated strategic high-level discussions and supported joint statements at the UN, including at the High-level Political Forum (HLPF), and the UN Sixth Committee. The JAC’s work-streams coordinate efforts on justice data and evidence while promoting learning and exchange among countries. The JAC seeks to ensure coherence in international assistance and secure effective funding for people-centered justice initiatives.

Aligned with our theory of change, we will actively foster trust and solidarity among stakeholders, ensuring that the tools and platforms we develop are grounded in robust evidence and collaboration. This includes our work to highlight champions and good practices in justice, convening diverse partners to strengthen the people-centered justice movement.

The program will also ensure progress on SDG16.3. First, with a focused effort on Africa, we will launch an African Alliance for People-Centered Justice. In line with our emphasis on solidarity and trust-building, we will work to amplify the voices of African leaders and grassroots organizations in global justice discussions. Additionally, building on the success of the first cohort of [Young Justice Leaders](#), the program will support a second cohort (launched in mid-2024), emphasizing the importance of amplifying youth leadership in justice and multilateral spaces to accelerate progress on SDG16.3. We will work hard to ensure that the contributions of young people are recognized and incorporated into our broader advocacy efforts.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Increased national action on people-centered justice to accelerate implementation of SDG16.3.	<ul style="list-style-type: none"> • Organize at least three key meetings between key stakeholders, including one Justice Action Coalition Senior-Level Meeting, to secure at least two actionable commitments to advance people-centered justice. • Organize at least one peer-to-peer exchange on best practices in people-centered justice as requested by interested countries, producing and disseminating one blog with lessons learned. • Profile two good practices on people-centered justice to be shared with at least five countries and offer support to them in adopting similar approaches. 	<ul style="list-style-type: none"> • Maintain leadership in peer exchanges and provide targeted assistance through partnerships at the country level, complementing other partners and work of the Justice Action Coalition to at least two countries. • Identify metrics for tracking the adoption of the Justice Financing Framework, following the approval by the Justice Action Coalition, to develop a mechanism to measure its long-term impact.
Outcome 2 Develop more cohesive international support on data, evidence, innovation, and financing—for an empowered movement for justice for all.	<ul style="list-style-type: none"> • Advocate for people-centered justice at the United Nations, securing references in key statements and documents of major justice events. • Lead and coordinate the Justice Action Coalition Workstream on financing, resulting in the creation and dissemination of a comprehensive financing framework endorsed by at least 15 countries and 15 organizations. • Establish the African Alliance for People-Centered Justice and convene members for at least two meetings, including the creation of a regional strategic plan for justice reform. • Convene and/or participate in 8-10 events on various justice issues to build solidarity, trust, and cohesive approaches to justice in collaboration with key justice partners and stakeholders and to produce and disseminate at least three joint statements or action plans with involved stakeholders. 	<ul style="list-style-type: none"> • Continue promoting people-centered justice and convene key justice stakeholders at major justice and development events. • Continue strategic and high-impact work on evidence-to-action by identifying and promoting initiatives that ensure measurable outcomes in justice reform.
Outcome 3 Sustained and strengthened the people-centered justice movement through integrated research, partnership, and advocacy efforts.	<ul style="list-style-type: none"> • Publish six to eight blogs, Champions of Change interviews, policy briefs, and reports profiling people-centered justice. • Convene two to five meetings of the Justice Action Coalition Working Group on Communication on people-centered justice to create advocacy messages and share them with up to 15 countries and 15 organizations. • Include youth in the justice and multilateral sectors and profile the Young Justice Leaders and their work on different platforms. 	<ul style="list-style-type: none"> • Continue profiling people-centered justice best practices in published content. • Participate in up to five justice and development gatherings and promote people-centered justice. • Continue profiling and supporting the work of Young Justice Leaders.

Pathfinders: Inequality and Exclusion

In 2021, the Grand Challenge on Inequality and Exclusion published its flagship report, “From Rhetoric to Action: Delivering Equality and Inclusion.” It was launched by seven heads of state and government, leading multilateral and civil society representatives, as well as world-renowned individuals. Since then, the program has been working with partner countries, multilateral organizations, and civil society to put research into action—identifying policies countries are eager to pursue and facilitating collaboration among key stakeholders to advance equality and inclusion at both regional and international levels.

Inequalities of all kinds have worsened since COVID-19, with in-country income and wealth disparities increasing in most countries. A newer challenge is the rise of between-country inequalities, which has contributed to a growing trust deficit between high-, middle-, and low-income nations. Addressing these inequalities, particularly through innovative financing policies, has quickly become a priority for many of our partners, making it a central focus of the program. How to fund policies—including addressing debt distress, climate financing, and broader reform of international financial institutions—remains critical for reducing both between- and in-country inequalities. This work is closely coordinated with the Multilateral Reform team, drawing on CIC’s coalition-building expertise with countries and regional organizations to advance actionable policy solutions. Financing will remain a key global topic for 2024–2025, and we will also explore how new funding can best be allocated to achieve the SDGs.

Inequality and exclusion span multiple sectors, making it essential that every policy promotes equality. In July 2023, the program launched the Inequality Solutions portal and website, offering a collection of policies across sectors—from justice systems to renewable energy and tax reforms—drawing on experiences from dozens of countries. The program also published cutting-edge research on the links between inequalities, polarization, and disinformation while promoting a comprehensive solution framework. Advancing partnerships with UNAIDS, Oxfam, and DFI International on measuring inequality under SDG10 continues to be a priority.

As we move forward, the program will expand the number of countries involved, emphasizing inclusive policy solutions at both national and international levels. We will actively seek every opportunity to build solidarity and trust among nations and stakeholders, fostering collaboration to drive meaningful progress on equality and inclusion.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Visible international collective action to reduce within and between country inequality and exclusion.	<ul style="list-style-type: none"> • Cross-country agreement on reviewing SDG10 indicators to improve measuring inequalities. • Produce further analysis of the use of strategic division and the application of a possible solution framework to advance trust and solidarity by publishing two blogs. • Co-host the fourth Arab Forum for Equality in collaboration with UN ESCWA to strengthen regional collaboration • Write up to three blogs on inequality and exclusion issues, focusing on the impact of digital and new technologies. 	<ul style="list-style-type: none"> • Continue advocacy on better SDG10 indicators. • Produce wider research on the impact of disinformation and polarization on good governance • Co-host the fifth Arab Forum for Equality in collaboration with UN ESCWA
Outcome 2 Participating national actors will pursue some of the “comprehensive menu of policy options” from the 2021 flagship report to reduce economic inequality and exclusion of disadvantaged groups.	<ul style="list-style-type: none"> • Conduct two country visits and/or work with local partnerships to identify measurable policy priorities for collaboration on inclusive policy-making. • Finalize a toolkit on inclusive policymaking to tackle inequalities with a focus on specific groups. • Collate lessons from the country level to include at least ten further examples of impactful policies on the Inequality Solutions website. 	<ul style="list-style-type: none"> • Conduct up to three country visits and/or work with local partnerships to identify policy priorities for collaboration on inclusive policymaking. • Continue to expand the examples in the Inequality Solution portal. • Produce a second toolkit on inclusive policymaking to tackle inequalities.
Outcome 3 Lessons from Pathfinders inspire others to act.	<ul style="list-style-type: none"> • Increase in the usage of the new “Inequality Solutions” website. • Receive up to three Atlantic Fellows for Social and Economic Equity fellows visiting CIC to advance cross-fertilization of work promoting collaboration. 	<ul style="list-style-type: none"> • Increase funding from a wider set of donors. • Continue to expand the partnership with AFSEE beyond the regular exchange of fellows.

Pathfinders: Halving Global Violence

In the year ahead, the Halving Global Violence (HGV) Grand Challenge will leverage its recent research and convening successes to achieve tangible impacts on violence reduction. This includes propelling action on the recommendations of the Halving Global Violence Task Force and expanding the geographic scope and member capacities of the Gender Equality Network for Small Arms Control (GENSAC) and Peace in Our Cities (PiOC) networks, in line with our commitment to fostering trust, solidarity, and collaborative action.

The completion of the Halving Global Violence Flagship Report at the end of fiscal year 24 marked a watershed moment for the initiative, capturing more than three years of research, analysis, and recommendations. To maximize the uptake of the report's recommendations, we will organize a series of targeted launch events at local, national, and regional levels, ensuring that the insights reach key sectors and decision-makers. To accelerate this work, we will expand the Task Force to broaden its geographic and sectoral representation. We will also actively engage key actors and launch pilot programs that put the Task Force's recommendations into action, thereby driving measurable outcomes.

Both GENSAC and PiOC are building on successful years, with the former delivering positive momentum and reactivating its member base and PiOC launching a major initiative to increase city representation in international fora. Moving forward, both initiatives will focus on maximizing the impact of their members' violence reduction activities, increasing their visibility in multilateral spaces, and expanding their member bases to new countries and regions. We will build new partners and resources to support these efforts.

In addition to expanding external partnerships, the HGV Grand Challenge will strengthen its collaboration with relevant internal entities, ensuring a cohesive approach across CIC's efforts. This includes outreach to academic experts within the different centers, institutes, and schools within New York University and other CIC initiatives, such as the Congo Research Group, along with efforts to reduce violence in Haiti as part of country-based violence reduction efforts. We will also collaborate closely with the Peacebuilding, Prevention, and Protracted Crisis program to ensure CIC's efforts comprehensively address all forms of violence.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 The Halving Global Violence Task Force and its recommendations achieve impacts in different regions and sectors in support of violence reduction goals.	<ul style="list-style-type: none"> • Two to three sectoral/regional launch events and/or workshops in different regions (Africa, Latin America) and sectors (multilateral and regional organizations, IFIs, etc.) • Publication of three high visibility articles/op-eds to call attention to specific Task Force findings. • Expansion of the Task Force with five new co-chairs and members from different countries, regions, and/or sectors as part of CIC's efforts to build international solidarity and trust. • Launch of country-focused pilot programs, initiatives, and/or advisory efforts to put Task Force recommendations into practice and achieve national-level impacts. 	<ul style="list-style-type: none"> • Addition of new work-streams into Task Force efforts to ensure a greater focus and action on specific violence manifestations. • Continued expansion and diversification of the Task Force and its efforts. • Creation of new pilot programming and support to local research initiatives to ensure continued direct, real-world, and measurable impact of the Task Force and its recommendations.
Outcome 2 GENSAC consolidated as a premier international reference on gender-responsive small arms with the expansion of direct support to members on violence reduction initiatives, membership growth, and increased visibility at international fora.	<ul style="list-style-type: none"> • Increased number and geographic diversity of GENSAC members with at least five new members added to advance trust and solidarity across regions. • GENSAC has at least two global peace and disarmament fora, including the Conference of State Parties to the Arms Trade Treaty (ATT) and the UN First Committee. • The GENSAC global conference focused on strengthening the network and advancing gender-responsive small arms control. • GENSAC Central America convening expands the network to a new region and incorporates at least three new members from the region. • Direct support, training, or workshops to accelerate at least two GENSAC member initiatives and enhance implementation capacity. 	<ul style="list-style-type: none"> • Continued increase in GENSAC members with representation from new countries and regions. • Implementation of country-specific projects with measurable impacts carried out in partnership with GENSAC members. • Establishment of training modules on topics of interest to GENSAC members including data collection, partnership models with government actors, and practical best practices for accelerating gender-responsive small arms control.
Outcome 3 A robust and consolidated Peace in Our Cities (PiOC) network helps to reduce urban violence on a global scale.	<ul style="list-style-type: none"> • Regional convening of PiOC members in Nairobi. • Global convening of PiOC members, potentially in a new region to expand membership base and international cooperation on urban issues into new regions. • Establishment of the Peace Incentive Fund 2.0 and funding of at least two activities to directly achieve a measurable impact on urban violence reduction. • Conducting at least two “rapid-fire” research products for city members. • Incorporation of at least five new members into the network, focusing on cities from regions with high urban violence rates. • Ensure PiOC members and/or city representatives are present in at least three international fora. • Launch of a paper proposing new Urbanization, Peace, and Security framework by the end of the calendar year 2024. 	<ul style="list-style-type: none"> • Incorporation of at least five new members into the PiOC network focusing on cities with emerging urban violence challenges. • Continued growth and usage of the Peace Incentive fund and on-demand research capacity to reduce urban violence, with measurable outcomes. • Direct support and engagement to ensure the inclusion of city-based partners in international fora. • Advancement of key efforts to ensure PiOCs ability to function as a standalone entity, including obtaining a fiscal sponsor, board, and/or dedicated staff.

2. Country-level Programs

Congo Research Group (CRG)

In 2023–2025, CRG and Ebuteli (CRG's research partner in the Democratic Republic of Congo [DRC]) are pursuing three work-streams, each with specific deliverables:

- Political accountability and the state in the DRC.
- Security in the east of DRC.
- Political economy and economic governance.

All this research is designed to feed into public conversations through debates, videos, infographics, and podcasts, fostering trust and encouraging informed dialogue. In line with our theory of change, stimulating informed public debate and dialogue within the DRC is intended to produce outcomes in which Congolese can hold their leaders accountable.

The 2023–2024 financial year was disrupted by a database vulnerability in one of our projects, the Kivu Security Tracker. In response, CRG and NYU, CIC, and Ebuteli paused research funded through NYU to strengthen research and safety protocols—reflecting our commitment to trust and transparency. CRG and Ebuteli research funded through NYU slowly resumed in mid-2024, and we anticipate the KST website will be relaunched by the end of 2024, with research deliverables for these workstreams completed in early 2025.

The pause in research taught us crucial lessons. Foremost was the importance of strengthening our protocols and processes to prevent future vulnerabilities. The incident and the robustness of the response played an essential role in driving the renewal of the CIC knowledge management system. Equally significant was the spike in demand for the security tracker while it was offline, demonstrating its vital role as a trusted tool for journalists, activists, community leaders, and the government in protecting human rights and preventing and responding to abuse. This dovetails with CIC's prioritization for building and maintaining trust with stakeholders by ensuring the reliability and security of our tools, which are essential for effective collaboration and impact.

CRG and Ebuteli are negotiating for new grants for 2025–2027. They will emphasize politics and accountability, strengthening the Talatala project, and funding research into constitutional and electoral reform and the participation of women in the public sphere. The grants will also bolster the fellowship program initiated by Ebuteli, which promotes young Congolese researchers—particularly women—and fosters solidarity and competence in the research committee.

We will undertake research focusing on the role of mining in the Congolese economy, aiming to inform policy approaches that could reduce inequality and create more value-added within the country. This is consistent with our theory of change’s commitment to promoting inclusive economic governance.

In 2024–2026, CRG will undertake a new initiative focused on two interrelated issues. First, forging a coherent peace process in the DRC amid the myriad of actors working on stabilization and in the context of the UN peacekeeping mission’s upcoming withdrawal. Second, addressing heightened geopolitical competition over Congolese natural resources between major global and regional powers. This new initiative will allow us to produce analyses informed by research on the ground in DRC and among global policymakers.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
<p>Outcome 1</p> <p>Produce detailed understanding of the dynamics of armed violence in the Uele, Ituri, and Kivu regions through innovative ways to monitor and analyze violence.</p>	<p>KST</p> <ul style="list-style-type: none"> • Relaunch KST project. <p>Utafiti ya Amani</p> <ul style="list-style-type: none"> • Publish investigative reports on the Congolese security services, dynamics of violence on the High Plateau of South Kivu, and an analysis of mass violence in the Beni region of North Kivu. • Hold three public events around the launch of each report. 	<p>KST</p> <ul style="list-style-type: none"> • Maintain KST website. <p>Dira ya Mirgogoro</p> <ul style="list-style-type: none"> • Provide monthly updates on the conflict in eastern DRC, along with infographics and analytical maps. • Provide monthly briefings to the diplomatic community in Kinshasa, with occasional briefings in New York and Goma. • Conduct an annual mapping of armed groups in the DRC. <p>Peacebuilding in the DRC in a new era of great power competition</p> <ul style="list-style-type: none"> • Publish one report on “creating a peace process” in the DRC. • Produce an online database of stabilization projects in the DRC. • Hold a public report launch on the DRC peace process. • Publish one report on “addressing the structural drivers of violence” in the DRC. • Hold one public report launch on the structural drivers of violence in the DRC.

<p>Outcome 2</p> <p>Promoting the reform and accountability of Congolese institutions.</p>	<p>Mukalenga wa Bantu</p> <ul style="list-style-type: none"> ● Maintain and update the “Talatala” tracker. ● Create a subsite dedicated to tracking women’s participation in politics ● Add a ChatBot and improve data visualizations. ● Publish a report on how women are excluded from the political process and hold a public event to discuss the findings. 	<p>Mukalenga wa Bantu</p> <ul style="list-style-type: none"> ● Maintain, update, and add features to the “Talatala” tracker. ● Publish a report on electoral reforms and hold a public event to discuss the findings. ● Publish a report on institutional reforms and hold a public event to discuss the findings.
<p>Outcome 3</p> <p>Political economy and peacebuilding.</p>	<p>Mwangaza VI</p> <ul style="list-style-type: none"> ● Publish one report on the political economy of oil and gas in eastern Congo. ● Organize one debate in eastern Congo on report findings. 	<p>Mwangaza VII</p> <ul style="list-style-type: none"> ● Publish one report (content TBD). ● Organize one public debate in DRC on report findings. <p>Peacebuilding in the DRC in a new era of great power competition</p> <ul style="list-style-type: none"> ● Publish one report on geopolitical competition in the DRC. ● Hold one public report launch on geopolitical competition in the DRC
<p>Outcome 4</p> <p>Influence policy debates on the DRC within the UN Security Council.</p>	<ul style="list-style-type: none"> ● Organize four briefings for SC members on political and conflict dynamics in the DRC with CRG and Ebuteli researchers. 	<ul style="list-style-type: none"> ● Organize four briefings for SC members on political and conflict dynamics in the DRC with CRG and Ebuteli researchers.
<p>Outcome 5</p> <p>Capacity building for Global South think tanks.</p>	<ul style="list-style-type: none"> ● Maintain partnership with Ebuteli to assist in reinforcing capacity in research design, ethical research protocols, and data security and management. 	<ul style="list-style-type: none"> ● Maintain partnership with Ebuteli to assist in reinforcing capacity in research design, ethical research protocols, and data security and management.

3. Finance, Operations, and Communications

Finance and Operations

CIC's Finance and Operations (FINOPs) team is committed to delivering fiduciary and operational success by strengthening its financial strategy for long-term sustainability and enhancing management in grants, human resources, risk and compliance, procurement, and business continuity. The strategy is centered on providing support to CIC and program leadership in assessing productivity and budgetary resources, enabling informed decisions on the financial direction of the center. This strategy responds to a CIC-wide push on effective project management and gaining sustainable funding.

In recent years, the team has focused on building a sustainable infrastructure to facilitate excellent donor stewardship, improving contracting and payments processing responsiveness, and providing CIC staff and partners with sound guidance in procurement, hiring, compensation, and visa processing. Additionally, efforts have been made to strengthen collaboration with key strategic areas within NYU, including human resources, insurance and risk management, procurement, general counsel, sponsored programs, and post-award accounting. However, these efforts have faced challenges in the last year due to staffing transitions and vacancies. In the upcoming year, the new team will prioritize operational effectiveness, with a specific focus on knowledge management and business continuity, by developing organization-wide protocols and fostering a culture of knowledge sharing.

The team will also leverage existing NYU resources, particularly fundraising expertise, to enhance financial sustainability and streamline workflow between NYU and CIC in areas deemed high risk. Recognizing that CIC's most valuable asset is its team of experts, retaining talented individuals through staff engagement and a balanced work culture is critical, ensuring that our people remain at the forefront of our strategy.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Build team culture and leadership opportunities that would allow staff to feel deeply connected and engaged in our work.	<ul style="list-style-type: none"> • Design training and team-building activities for staff with a 75 percent participation rate by the end of the year. • Conduct annual staff survey by Q2 and disseminate results by Q3, aiming for 85 percent employee job satisfaction. • Maintain staff retention at 85 percent or higher during the year. 	<ul style="list-style-type: none"> • Design training and team-building activities for staff with an 85 percent participation rate by the end of the year. • Conduct annual staff survey by Q2 and disseminate results by Q3, aiming for 90 percent employee job satisfaction. • Maintain staff retention at 85 percent or higher during the year.
Outcome 2 Provide continued business operations improvements that facilitate excellent service delivery, grant due diligence, and knowledge sharing, where timely and insightful analysis and reporting inform prudent, strategic decision-making and donor accountability.	<ul style="list-style-type: none"> • Codify an internal standard operating procedure (SOP) document for CIC consumption by Q3 and launch the full suite of staff support tools and training guides by Q4 to standardize processes and enhance compliance. • Develop budget monitoring tools focusing on multiyear forecasting and productivity ratios for management decision-making by Q2. • Continue to fine-tune cost and transaction reporting in grants management, where 100 percent of program leads have clarity of project status in their portfolio every month. 	<ul style="list-style-type: none"> • Conduct annual updates to the SOP by Q4 and see FINOPS turnaround time reduced to five business days by the end of the year. • Evaluate in Q3 the effectiveness of the budget monitoring tools to forecast accurately six months in advance so that senior management can make decisions and pivot resources as needed. • Continue to fine-tune grants tracking and pre-award budget and proposal for program leads, with training conducted by Grants team for program leads to effectively build strong grant budget proposals by Q3. • Conduct a SWOT analysis of internal operations to identify areas for prioritization in Q1.
Outcome 3 Foster cross-team collaboration and strategic partnership with the university to raise 100 percent of operating budgets.	<ul style="list-style-type: none"> • Increase fundraising channels by partnering with NYU, particularly fundraising resources and expertise, to source at least three new funding opportunities, with one as core unrestricted funding. • Maintain a risk-balanced budget to facilitate programs' ability to meet evolving donor priorities while also allowing for creativity and innovation, with the goal of a 95 percent grant renewal rate. 	<ul style="list-style-type: none"> • Add three new champions of the CIC mission to the community and amplify philanthropic reach beyond the current portfolio. • Diversify revenue streams by securing grants from three new sources, with one as core unrestricted funding.

Communications

In late 2023 and early 2024, the Communications team expanded with the addition of a Communications Director and a Digital Communications Specialist. Following these recruitments, the team undertook a comprehensive stakeholder mapping exercise to better identify key stakeholders and understand their needs. This effort informed the development of a robust Communications Strategy designed to enhance efficiency and amplify impact across CIC's platforms, increasing global visibility and engagement among internal and external stakeholders.

The new Communications Strategy, covering the team's work through late 2025, includes several key objectives: transitioning to NYU's branding and editorial guidelines to ensure consistency and alignment, consolidating CIC's branding to present a cohesive and recognizable identity, optimizing digital communications to enhance online presence and engagement, expanding media outreach to broaden CIC's reach and influence, strengthening internal communications to foster better collaboration and information sharing, and strategic planning to support long-term goals and adapt to emerging needs. These objectives align with a CIC-wide push to deliver integrated and impactful engagement across all communications channels, ensuring our messaging is consistent, trust-building, and strategically aligned with our research and policy contributions.

A key component of this strategy is the seamless integration of outreach to both external and internal audiences. By effectively communicating CIC's policy products and research findings, the team aims to target decision-making audiences with more precision, ensuring that our efforts resonate with the right stakeholders. This outreach promotes CIC's brand and supports the development of strong financial and policy research partnerships by demonstrating the value and impact of our work. Internally, the strengthened communication fosters a unified approach to these efforts, ensuring that all staff are aligned in promoting CIC's mission and strategic goals. This dual focus on external and internal audiences is crucial for amplifying CIC's influence and securing the partnerships necessary for long-term success.

This strategy is designed to elevate CIC's influence and streamline efficiency, transforming its communications approach to have a greater impact on international cooperation and the broader research and policy communities across our thematic and regional focus areas. Continuous evaluation and adaptation will ensure the strategy remains relevant and effective, aligning CIC's communications with its research and policy contributions.

Relevant Outcomes	Outputs in year 1 (2024–2025)	Outputs in year 2 (2025–2026)
Outcome 1 Transition to NYU's branding and editorial guidelines to ensure consistency and alignment.	<ul style="list-style-type: none"> • Identify gaps and areas needing alignment with NYU's branding and editorial guidelines. • Organize training sessions for staff on NYU's branding and editorial guidelines. • Create and distribute a branding and editorial guideline handbook for easy reference. • Design templates for common materials such as reports, presentations, and social media posts. • Set up a dedicated internal portal or resource center with templates, tools, and guidelines. • Select a few key publications and digital assets for the initial implementation of NYU's guidelines. • Regularly update staff on progress and upcoming changes through internal newsletters and meetings. • Integrate the brand guidelines into CIC's standard operating procedures and workflows. 	<ul style="list-style-type: none"> • Roll out NYU's branding and editorial guidelines across all CIC publications and digital assets. • Ensure all new projects and materials adhere to the updated guidelines. • Offer ongoing training sessions and workshops to reinforce guidelines. • Maintain the internal portal or resource center with the latest tools and templates. • Foster a culture of brand ownership among staff to ensure long-term sustainability and recognition.
Outcome 2 Optimize CIC's digital communications to enhance online presence and engagement.	<ul style="list-style-type: none"> • Update the CIC website to improve user experience, navigation, and accessibility. Ensure the website remains mobile-friendly and optimized for search engines (SEO). • Integrate analytics tools to track website performance and user behavior. • Increase the frequency of posts across all social media platforms. • Use multimedia content (videos, infographics, etc.) to increase engagement. • Engage with followers through comments, messages, and interactive content (polls, Q&A sessions, etc.). • Design more visually appealing email templates. • Implement more frequent email campaigns for regular updates, event invitations, and personalized content. • Provide training sessions for staff on digital communication tools and best practices. • Create a digital communications handbook for staff reference. • Track performance indicators (KPIs) such as website traffic, social media engagement, and email open rates. • Generate regular reports to evaluate the effectiveness of digital communications and inform decision-making. • Use data-driven insights to continuously refine and improve digital strategies. 	<ul style="list-style-type: none"> • Regularly launch interactive online campaigns and initiatives to engage the audience. • Experiment with new digital tools and platforms to enhance online presence and engagement. • Encourage a culture of innovation and continuous improvement in digital communications. Foster a culture of digital literacy and engagement among staff to ensure long-term success.

<p>Outcome 3</p> <p>Expand media outreach to broaden CIC's reach and influence.</p>	<ul style="list-style-type: none"> • Conduct a comprehensive audit of current media contacts and identify key gaps and opportunities. • Identify and prioritize key media outlets and journalists relevant to CIC's focus areas. • Establish and strengthen relationships with key journalists and editors. • Organize one-on-one meetings to build rapport and share CIC's insights. • Explore partnerships with media organizations for co-authored articles, interviews, and joint events. • Provide media training sessions for key staff members to enhance their interview and communication skills. • Increase the frequency and quality of press releases to highlight CIC's research, events, and milestones. • Respond promptly to media inquiries and provide timely, relevant information. • Promote media coverage and mentions on CIC's social media channels. 	<ul style="list-style-type: none"> • Organize media roundtables and briefings to build rapport and share CIC's insights. • Create a media kit including press releases, fact sheets, bios, and backgrounders. • Develop a media engagement handbook with tips and best practices for interacting with the press. • Proactively pitch stories and op-eds to targeted media outlets regularly. • Generate regular reports on media coverage. • Utilize multimedia content (videos, infographics) to enhance media stories and social media engagement. • Maintain and expand the database of media contacts and relationships. • Foster a culture of media engagement within CIC to ensure ongoing proactive outreach.
<p>Outcome 4</p> <p>Strengthen internal communications to foster better collaboration and information sharing.</p>	<ul style="list-style-type: none"> • Identify gaps and areas for improvement in information sharing and collaboration. • Maintain our new internal newsletter, CIC Pulse, to inform staff about important updates, events, and achievements. Ensure the newsletter includes sections for staff spotlights, project updates, upcoming events, and key organizational news. Collect feedback from staff to continuously improve the newsletter's content and format. • In collaboration with FinOps and the Executive Director's office, review and optimize existing communication channels to ensure they meet staff needs. Introduce new communication tools if necessary. Provide training for staff on effective use of these communication tools. 	<ul style="list-style-type: none"> • Establish metrics to measure the effectiveness of internal communications. • Integrate internal communication practices into CIC's standard operating procedures and organizational culture. • Encourage a culture of open and transparent communication across all levels of the organization.
<p>Outcome 5</p> <p>Conduct strategic planning to support long-term goals and adapt to emerging needs.</p>	<ul style="list-style-type: none"> • Establish an events calendar to plan, organize, and promote CIC's key events, conferences, and webinars. • Develop an editorial calendar to manage content creation and publication across all communication channels (e.g., website, social media, newsletters). • Ensure both calendars are integrated and regularly updated by the Communications team to maintain alignment with strategic priorities. • Create accessible versions of the calendars to facilitate broader dissemination. • Continuously update and maintain the events and editorial calendars to ensure they reflect current priorities and opportunities. • Ensure the calendars remain living documents and are regularly updated to stay relevant and effective. 	<ul style="list-style-type: none"> • Foster collaboration between the Communications team and other departments to align content and event planning with strategic goals. • Embed strategic planning processes into CIC's organizational culture and standard operating procedures.

4. Risk Mitigation

Over the last four years of successive global health, political, and economic crises, we have developed a model of sticking to our core vision and mission while adapting to show the relevance of crisis prevention and the promotion of peace, justice, and inclusion to changing global events.

In 2024, CIC welcomed a new Executive Director, who will continue to lead the center on its core priorities while keeping a nimble readiness to capitalize on opportunities to build new relations and foster stronger connections within NYU, the UN, and mission-aligned partners. We will continue strengthening our internal communications with staff and partners through these transitions to ensure the best mix of continuity and change and work collectively as a team for the greatest impact.

Areas	Risk	Risk Mitigation
Strategic	<ul style="list-style-type: none">• Rising divisions between member states may constrain collaborative work.• Inability to reach an agreement on reforms at the UN or IFIs may prevent the take-up of some work.	<ul style="list-style-type: none">• CIC has developed a strong trust relationship with Northern and Southern countries and across regions, which is expected to continue.• Strategy includes country- and regional-level work, which can continue and intensify when global work suffers delays or setbacks.
Financial sustainability	<ul style="list-style-type: none">• Shifts in some member state government priorities and foundation reforms may affect grants and timelines.	<ul style="list-style-type: none">• CIC is exploring expanded relationships with some actors as priorities shift for others. We will maintain solid and frequent contact with our donors to ensure that work is well understood and that activities can be adjusted as needed within our own strategy and plan. CIC will also look to diversify its funding streams even further to include new foundations, corporate and individual giving.
Human resource turnover	<ul style="list-style-type: none">• Change in leadership may create a period of uncertainty and require relationship-building with key stakeholders.	<ul style="list-style-type: none">• Good transition plan in place, with previous Executive Director to provide institutional knowledge and relationship handover.