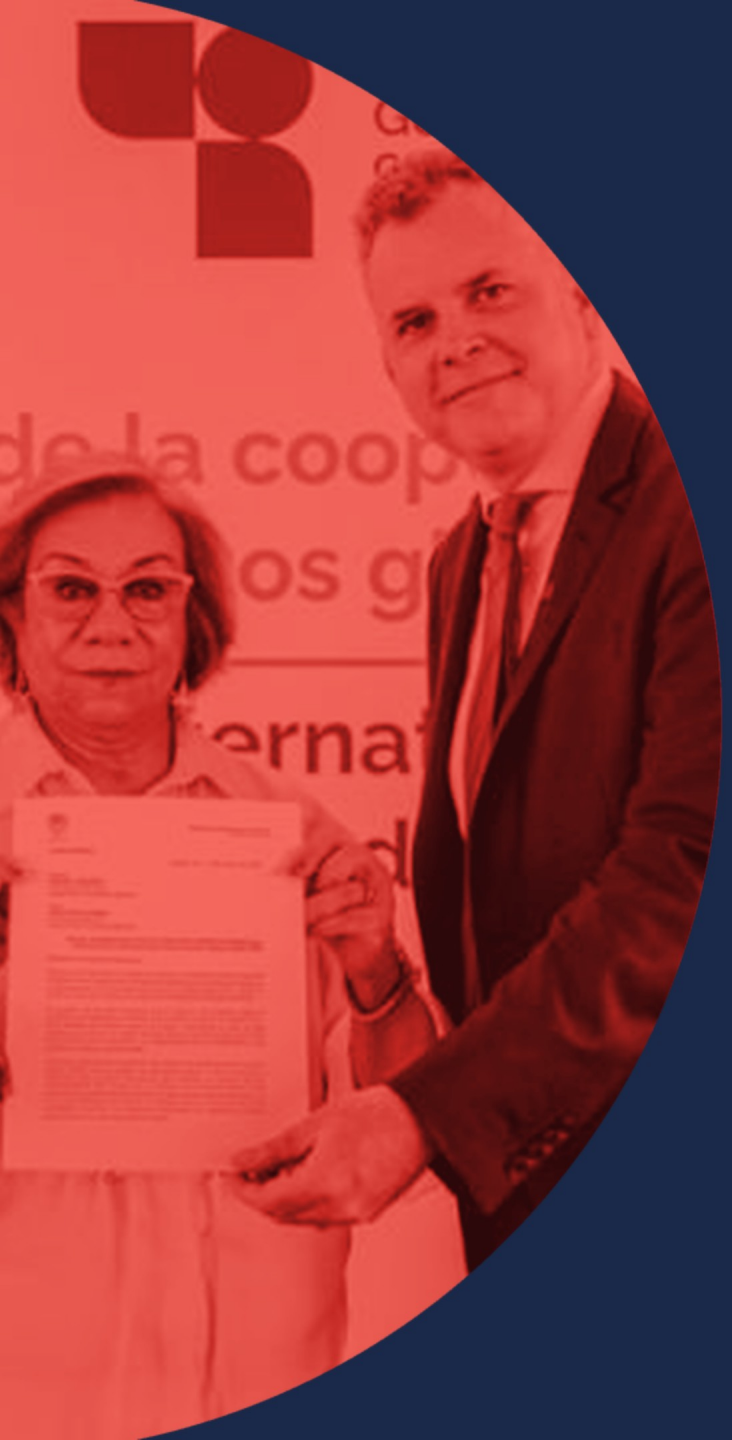


GLOBAL COOPERATION INSTITUTE

Mutuality. Sustainability. Dignity.

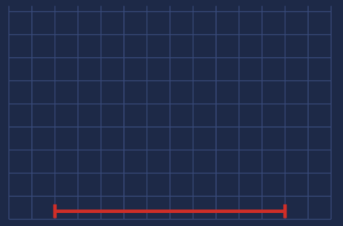
Let’s build what comes next.

GCI Strategy 2027-29

Shaping the emerging ecosystem of global cooperation

More on our strategy: globalcooperation.institute/strategy/

The challenge: we are the architects.



The old order of international cooperation is coming to an end. Our job is to build what comes next.

CHALLENGES

Commitment to shared rules is weakening
The US is leaving 66 international organisations. The UN at its weakest in a generation, posts cut by 18.8%. Aid fell an estimated 23% in 2025

Human rights-based approaches are being questioned
Hard-won protections are under attack, and human dignity is too often treated as negotiable

Competition for scarce resources
Critical minerals, energy and water are becoming sources of rivalry, not cooperation; wars and crises are on the increase

The climate and nature crises are accelerating
They hit hardest those least responsible

Artificial intelligence poses new threats
Power over AI and data is concentrated in a few companies and countries, and disinformation is eroding trust

OPPORTUNITIES

Power and leadership are shifting
Four Southern G20 presidencies in a row, the African Union in the G20, middle powers working together

The world is more connected than ever
Better communications make the world smaller: people, movements and ideas organise across borders as never before

New technologies can serve the public good
AI, digital public infrastructure and clean energy can transform public services and economies, if the benefits are shared

The global public is starting to push back
The impacts of narrow self interest are beginning to be felt; commitments to equality and solidarity are strong

What comes next is up for negotiation
A new UN Secretary-General in January 2027. The SDGs expire in 2030 and the next agenda is shaped in 2027–29

Our theory of change.

We equip pioneer partners and work with them to build a new global cooperation ecosystem for the 21st century.

WHAT WE BRING	PIONEER PARTNERS	TOGETHER WE (MISSION)
Evidence & ideas	Governments	1 Shape the emerging ecosystem of global cooperation, *and*
Strategic advice	International organisations	2 Help partners find their place within it.
Global networks	Civil society	
	Foundations	
	Private sector	
	Media	

UNDERPINNED BY OUR THREE PRINCIPLES • Mutuality • Sustainability • Dignity

Our impact in 2026.

In 2026 our way of working proved itself: high level, flexible, evidence-based, courageous, trustworthy.

EVIDENCE & IDEAS



Model Power: Irish campaign

Written for Canada in 2026, it is now the frame for a national campaign by Irish civil society.

- After USAID report, with the g7+ group of fragile and conflict-affected countries
- Public Good narrative used by ODI Global, Project Everyone, WWF International and others

STRATEGIC ADVICE



GPI: Coalition of governments

Proposed at the UN in 2019, GPI is now a Coalition of Governments co-chaired by Colombia, Senegal and Timor-Leste.

- Supported Uruguay chairing CELAC and the G77+China
- Developed IATI's new five-year strategy

GLOBAL NETWORKS

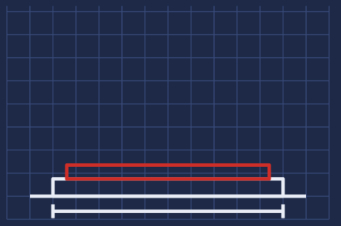


Afri–LAC: two regions, one agenda

We co-founded a think tank consortium with the Nkafu Policy Institute, working towards the first CELAC–AU Summit.

- Launched LAC Leads with Universidad del Rosario
- Led 350+ organisations at the Santa Marta conference

What we will build by 2029.



Three objectives guide everything we do from 2027 to 2029.

OUR THREE OBJECTIVES

01

Sustainable financing for global challenges

- Shared interest as the basis for predictable funding flows
- Increased public money at the international level
- Country ownership and accountability

02

More effective and legitimate institutions

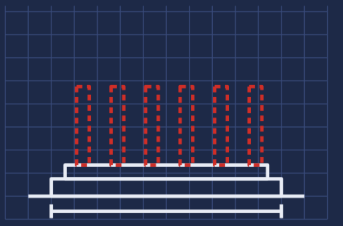
- Southern governments set the agenda in the key processes
- New coalitions form across regions

03

A winning public case for cooperation

- A new story for the United Nations
- Leaders make the case for cooperation in ways that resonate with their publics
- Public support for cooperation increases in key constituencies

Concepts + platforms = impact.



Our Signature Concepts shape the debate and our Impact Platforms engage leaders to turn ideas into change.

FIVE SIGNATURE CONCEPTS

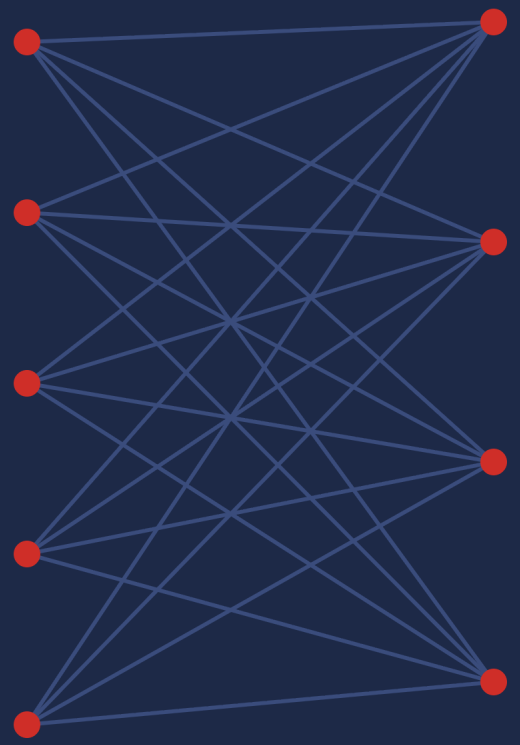
Global Public Investment
All benefit, all contribute, all decide

Circular Cooperation
Partners as equals, beyond donor and recipient

Model Power
Leadership through credibility, not size

Public Good
A winning story for public action

From development to dignity
Dignity as the purpose of cooperation



FOUR IMPACT PLATFORMS

Afri–LAC Summit
Lasting cooperation between Africa and Latin America

GPI Network
A Coalition of Governments and a campaign for fairer finance

Post-2030 Agenda
Shaping what follows the SDGs

LAC Leads
Latin America and the Caribbean setting the agenda

Our team.

A senior team in Bogotá and London, with decades of experience in international cooperation, and networks across the world.



Jonathan Glennie
Founder and Executive Director

A globally recognised voice on the future of international cooperation

Author of The Trouble with Aid and The Future of Aid. Co-founder of the GPI Network, Global Nation and the Guardian's global development website.



Alejandro Torres
Deputy Director
Led multilateral work at Colombia's Foreign Ministry



Alejandra Meneses
Programme Manager
Eight years in development, including at the OECD



Ben Phillips
Director of Public GOOD
Former Communications Director of UNAIDS



Andrea Ordóñez
Senior Consultant
Founding Executive Director of Southern Voice



Abbey Gardner
Senior Consultant
Development finance and global health; led After USAID



Daniel Sanchez
Business Manager
Economist; helped build the GPI platform



Laura Granados
Programme Officer
Developing GCI's work on dignity

OUR VALUES **Hope** to inspire • **Courage** to challenge • **Humility** to learn • **Excellence** in everything we do

Our publications and media.

In 2026 we built two Youtube brands and launched a range of groundbreaking reports.

ON YOUTUBE



Future Cooperation

Our weekly video and podcast on global cooperation



Public Good News

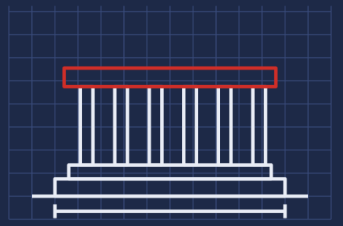
A bulletin on public sector success, hosted by Ben Phillips

REPORTS

Ten flagship reports in 2026



Build with us.



As a think tank, we build the new ecosystem of global cooperation. Your support makes it possible.

OUR PREFERRED ROUTE

Support the whole organisation

OR SUPPORT ONE ASPECT OF OUR WORK

- An Impact Platform
- A Signature Concept
- A region
- A moment

WHAT YOUR SUPPORT PAYS FOR

The core team

A small, senior team that stays with governments over time

Convening

Ministerial meetings, regional dialogues and summit events

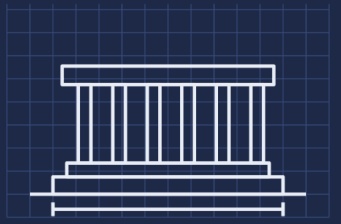
Research

Flagship reports, policy notes and the GPI Accountability Index

Communications

Our YouTube brands, website and media work

Find your place.



As a consultancy, we help you find your place in the new ecosystem.

WHAT WE OFFER

As aid shrinks and the rules are rewritten, you may be asking what your role should be. We help you answer.

- **Organisational strategy**
- **Positioning and priorities**
- **New partnerships**
- **Narrative: the story of why your work matters**

RECENT WORK

Governments
Norway, on moving beyond the aid model; Uruguay, chairing CELAC and the G77+China

Multilateral initiatives
IATI's strategy for 2026–2030; a major report on the future of the Bretton Woods institutions

Civil society
WWF International on the post-2030 agenda; Irish NGOs on Model Power; Canadian leaders on a new narrative

Commissioned work is funded separately, and what we learn feeds back into our ideas and platforms.

Our partners include...



A selection of the governments, institutions and foundations we work with.

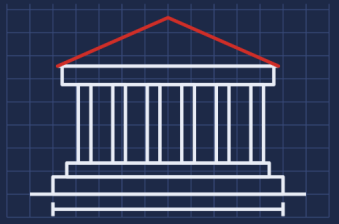
GOVERNMENTS

INTERNATIONAL ORGANISATIONS

FOUNDATIONS

CIVIL SOCIETY AND THINK TANKS

What our partners say.



Governments, partners and funders on working with GCI.

COLOMBIA

"GCI played a key role in the preparation of the First Conference on Transitioning Away from Fossil Fuels, helping to place the voices of social movements from the Global South at the centre of the international debate. Its contribution strengthened a more inclusive process and a form of cooperation equal to the challenges of our time."

Luz Dary Carmona, Former Vice-Minister, Ministry of Environment and Sustainable Development of Colombia

URUGUAY

"GCI has become a valued strategic partner for Uruguay on international cooperation."

Martin Clavijo, Executive Director, AUCI

SOUTH AFRICA

"GCI has provided exceptional strategic support to South Africa's work on the future financing of global public goods. Their ability to combine sharp policy thinking and narrative clarity has helped us advance a more ambitious agenda."

Josephilda Nhlapo-Hlope, Chair of the Ubuntu Commission

OPEN SOCIETY FOUNDATIONS

"Congratulations on such a strong first half of 2026… it's great to see the momentum you're building."

Luis Godoy, Programme Manager, Open Society Foundations

WWF INTERNATIONAL

"I've especially appreciated the open and honest discussions, as well as your flexibility, responsiveness, and commitment to creating a product that can deliver impact. We're very pleased with the final result."

Diego Martinez Schuett, Global Policy and Advocacy, WWF International

HEWLETT FOUNDATION

"Looking forward to the good work you'll be doing in 2027!"

Tendisai Chigwedere, Program Officer, Hewlett Foundation

PROJECT EVERYONE

"We've found your Public Good work really useful in our work at Project Everyone."

Hannah Cameron, Creative Director, Project Everyone

Get in touch.



To support our work or to work with us, we would love to hear from you.

CONTACT

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Programme Officer

laura.granados@globalcooperation.institute

GLOBAL COOPERATION INSTITUTE

Connect to solve.